

Sales Management

THE MAGAZINE OF MARKETING



President Charles E. Becker, Franklin Life Insurance Co.: Eleven years to hit a billion. See page 24

**WHAT'S BEHIND THE FANTASTIC UPSURGE IN
SALES AT FRANKLIN LIFE • ALL ABOUT THE
NEW FEDWAY CHAIN OF DEPARTMENT STORES**





Convention Plans
 Motion Pictures
 Meetings Packages
 Television Commercials
 Demonstration Devices
 Screen Advertising
 Skits
 Animated Cartoons
 Training Manuals
 Slidefilms
 Pictorial Booklets
 Transparencies
 Slides
 Film Distribution
 Turnover Charts
 Meeting Guides
 Tape Recordings
 Disc Recordings
 Promotion Pieces
 Poster Charts
 Banners
 Training Devices
 Quiz Materials
 Speech Coaching
 Pageants
 Stage Presentations
 Portable Stagettes
 Meeting Equipment
 Projection Service
 Film Productions in Color
 Field Surveys
 Convention Supervision

IF he gets in...you may win!

You depend upon your salesman to tell your product story *the way you want it told*—but does he? Can he . . . in the short time the customer allows him . . . sell your product the way you know it can be sold? There is a way to be sure that he will—

The Jam Handy Organization provides teams of specialists in all forms of retail selling—men who understand the problems and can work out the practical solutions. These skilled men work with other men—specialists in the art of creating *visual* materials that impel your salesmen to remember your product story . . . to tell *it the way you want it told*.

ONE-STOP SERVICE keeps costs down . . . maintains peak effectiveness. This coordination spares your time with one explanation of objectives, with one responsibility, with one accounting . . . at one reasonable price.

Call the nearest Jam Handy office . . . let's discuss how **YOU CAN MAKE MEETINGS MORE EFFECTIVE AT THE RETAIL LEVEL.**

The **JAM HANDY**
Organization

One-Stop Service

Offices →

NEW YORK 19 1775 Broadway • WASHINGTON 8 1730 H Street, N.W. • DAYTON 2 310 Talbot Bldg. • DETROIT 11 2821 E. Grand Blvd. • PITTSBURGH 22 530-532 Penn Ave. • CHICAGO 1 230 North Michigan Ave. • LOS ANGELES 28 7846 Hollywood Blvd.

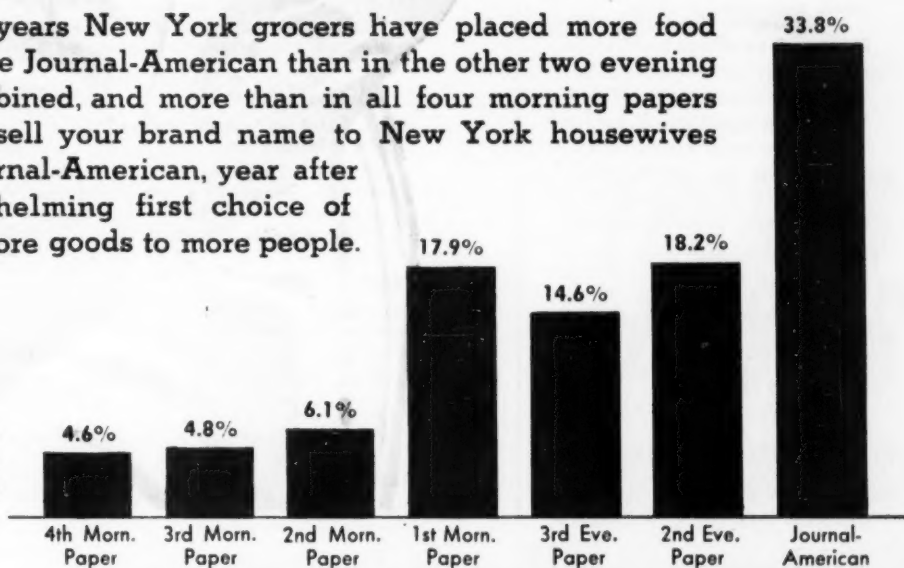


FOR 10 YEARS, *THE First Lady* OF NEW YORK FOOD STORES

For 10 straight years New York grocers have placed more food advertising in the Journal-American than in the other two evening newspapers combined, and more than in all four morning papers combined. Pre-sell your brand name to New York housewives through the Journal-American, year after year the overwhelming first choice of grocers to sell more goods to more people.

Percentage of Field,
Retail Grocery Linage
For the Year 1952

Source: Media Records



NATIONALLY REPRESENTED BY
HEARST ADVERTISING SERVICE

FEBRUARY 15, 1953



Leads from N.E.D. help to sell them all

If industry uses your product, N.E.D. can help to sell it.

This is not an idle claim. It is backed up by the testimony of 5,927 industrial officials who reported on 2,488 completed purchases and 6,429 pending purchases. Every one of these sales developed from an inquiry produced by New Equipment Digest. The products bought ranged from capital equipment costing thousands of dollars to small maintenance items.

Because it produces results like these, more and more alert advertisers are turning to N.E.D. For the seventh consecutive year, a new record for advertising carried has been established. But more important than that—the volume of sales leads produced has grown even faster than the volume of advertising.

- 66,400 COPIES (total distribution)
- 200,000 READERS
- in 40,209 PLANTS

A PENTON PUBLICATION

1213 West Third Street
Cleveland 13, Ohio



**NEW
EQUIPMENT
DIGEST**

Sales Management

CONTENTS, FEBRUARY 15, 1953

ADVERTISING

Why Polaroid Now Splits 50-50 For Every Kind of Promotion

Dealers can co-op for demonstrations . . . direct mail . . . sales literature . . . as well as the customary newspaper and radio-TV ads.
By Bernard G. Priestley 76

How Do Users Rate Atlantic's "Advertorials"?

A report on public interest editorial type advertisements 94

How Crucible's Booklets Talk User-Benefits

Whether you sell syrups or stainless steel, prospects want to know "How can I profit by using your raw materials?"
By Walter H. Wiewel, Vice-President in Charge of Sales, Crucible Steel Company of America. 114

Why C & W Copywriters "Get Out and Get Under"

. 127

CORRESPONDENCE

How to Put Warmth and Friendliness Into Your Letters

No. 2: The Collection Letter
By Robert E. Smallwood, Vice-President, SALES MANAGEMENT 84

CONTEST

Kid Contest Pays Off Again For Bauer & Black

It's built around a doll character and a "Fun Book." There are thousands of prizes. It builds business for retailers. 118

GENERAL MANAGEMENT

What's Behind the Fantastic Upsurge In Sales at Franklin Life

When a company grows at a rate of nearly five times faster than the industry of which it is a part, there is front-page news somewhere in its management. This is such a story.
By A. R. Hahn, Managing Editor, SALES MANAGEMENT 24

GENERAL

Can Aggressive Promotion Save the Butter Industry?

Surplus butter is piling up in government storage . . . per capita consumption of margarine is due to pass butter this year . . . and the dairy people are losing their friends in the legislatures.
By Jerome Shoenfeld, Washington Editor 46

MARKETS

Quebec Is "Rediscovered": New Wealth Builds a Boom

Today lots of news is coming out of Eastern Canada . . . and implicit in it is the area's growing stature as a market.
By A. G. Mezerik 60

Is Fedway in Your Sales Future?

First eight units of new department store chain across Southwest soon may sell \$35 million volume annually. For 42 soft and home lines departments in each store, 3,700 manufacturers supply national and Fedway brands.
By Lawrence M. Hughes, Special Feature Editor 34

SALES MANAGEMENT

MARKET RESEARCH

Laundry Equipment "National" Market
Sum of Widely Varying City Habits

Eleven manufacturers pool their sales by market areas. 98

MOTIVATION

Why Price Is 10th
In Buyer Preferences

Reliability of vendor, recommendations for the best buy, and pre-selling of the line by the manufacturer precede the decision on whether a particular price is right. 110

PACKAGING

These Packages Found New Buyers
In a Neglected Market

Object: To catch the occasional wine buyer who has entertainment on his mind and is looking for something festive. They doubled sales over the previous year's volume on a similar wine in a similar price class. 30

PRICING

Pick Your Line-Leaders
When You Have a "Sale"

So says Ecco, and with good reason. A "special" on the firm's popular kitchen tools sold a 22-month normal production in 33 days. 88

SALES AID

United Wallpaper Makes It Easier
For the Lady to Buy

A new "Wallpaper Decorating Center" eases dealer problems too. Gone is the old heterogeneous sample book. 92

SALES PROMOTION

Twelve Rules for Planning
A High-Spot Retail Promotion

S. Stroock & Co. has developed a knack for finding bright themes, with strong merchandising potentialities, which many a prestige outlet finds adaptable for its own purposes. By Josephine V. Keim, Sales Promotion Director, S. Stroock & Co., Inc. 50

SALESMANSHIP

Salespeople Not Needed?
"I Say Phooey!"

By Robert D. Polatsek 129

Buyers I Dislike!

By Ray B. Helser 105

SALES TRAINING

How G-E Trains
By Listening to Answers

In sales training, management too often spoon-feeds salesmen and serves the wrong dish. Here's how G-E found what is needed and wanted. By Philip Patterson 122

DEPARTMENTS AND SERVICES

Advertisers' Index	143	Readers' Service	142
Comment	15	Sales Trends (Industrial)	142
Dear Editor	120	Scratch Pad	144
Human Side	8	Shop Talk	130
Marketing Pictographs	65	Significant Trends	21
People and Their Ideas	44	They're in the News	28

Worth Writing For 104

FEBRUARY 15, 1953

10,384 Advertisers 38,942 Advertisements

Thomas Register for 1953 went to press with this record.

● 93.4% renewal by the 9,956 advertisers in the 1952 Edition, coupled with hundreds of unsought testimonials attest to profitable T. R. advertising for diversified U. S. Industry.

Thomas Register produces Sales Leads, not mere inquiries. T. R. is not read for editorial content — it is consulted When Buying is Contemplated.

The Only Paid Circulation
in the field —
ABC 96% Paid

THOMAS REGISTER

461 EIGHTH AVENUE — NEW YORK 1, N. Y.



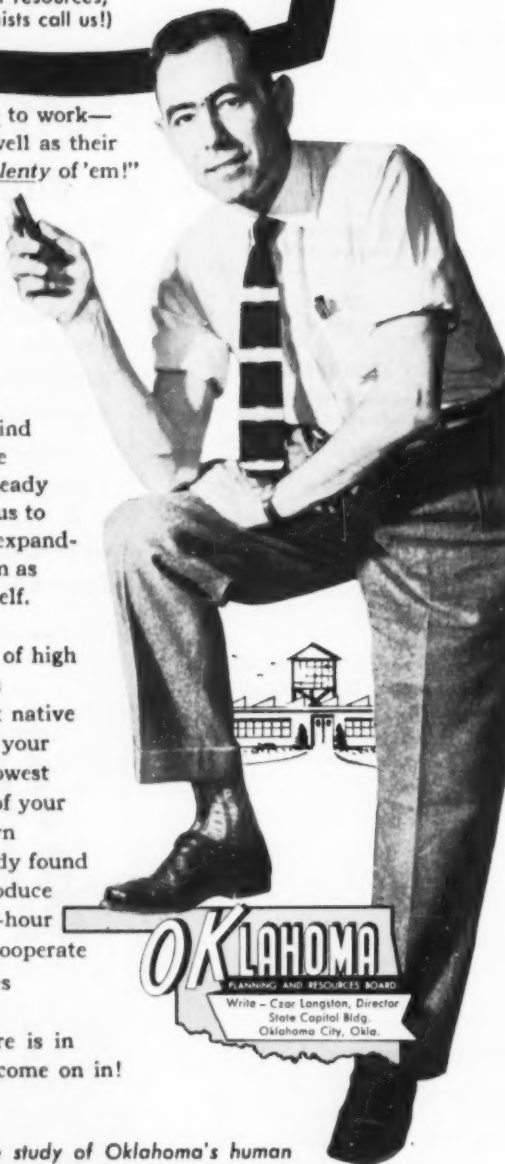


... people who want to work—with their heads as well as their hands! Well, we got plenty of 'em!"

It's true—Oklahoma has a large reserve of "Human Resources" — people who have proved to large basic industry their quick, low-cost adaptability to any kind of industry. These are stable, industrious, steady people who are anxious to share in Oklahoma's expanding industrial program as the industrialist himself.

This unusual "pool" of high calibre manpower is virtually 100 percent native born and will meet your needs at the very lowest training cost. Many of your Eastern and Northern neighbors have already found that Oklahomans produce more goods per man-hour by their ability to cooperate and adapt themselves to mass production methods. Your future is in Oklahoma, too. So, come on in! The people are fine!

A complete study of Oklahoma's human resources as they relate to your problem, is available upon request. All such studies are held in strictest confidence.



Make More Money IN OKLAHOMA



EXECUTIVE OFFICES, 386 Fourth Avenue,
New York 16, N. Y. Lexington 2-1760

EDITORIAL

EDITOR.....Philip Salisbury
MANAGING EDITOR.....A. R. Hahn
ASSOC. MANAGING EDITOR.....John H. Caldwell
SPECIAL FEATURE EDITOR.....Lawrence M. Hughes
SENIOR ASSOCIATE EDITOR.....Alice B. Ecke
ASSOCIATE EDITORS.....Harry Woodward,
Philip Patterson, Lester B. Colby
CHICAGO EDITOR.....David J. Atchison
WASHINGTON EDITOR.....Jerome Shoenfeld
ROVING EDITOR.....A. G. Mezerik
CONSULTING ECONOMIST.....Peter B. B. Andrews
PRODUCTION MANAGER.....Mary Camp
ASST. PRODUCTION MANAGERS
Aileen Weisburgh, Florence Baldassarre
EDIT. ASSISTANTS.....Judith Recht, Gladys Mandell
READERS' SERVICE BUREAU.....H. M. Howard
LIBRARIAN.....Mary Lou Martle

ADVERTISING SALES

SALES MANAGER.....John W. Hartman
SALES PROM. MGR.....Christopher Anderson
ASST. PROM. MGR.....Madeleine Roark
PRODUCTION MANAGER.....Nancy Buckley
FIELD MANAGERS

NEW YORK 16, N. Y. (386 Fourth Avenue;
Lexington 2-1760); Merrill V. Reed, W. E.
Dunsby, Wm. McClenaghan.

CHICAGO 1, ILL. (333 N. Michigan Avenue;
State 2-1246); C. E. Lovejoy, Jr., W. J.
Carmichael.

SANTA BARBARA, CALIF. (15 East de la
Guerra, P. O. Box 419, Santa Barbara
23612); Warwick S. Carpenter.

SUBSCRIPTIONS

DIRECTOR.....R. E. Smallwood
SUBSCRIPTION MANAGER.....C. V. Kohl
\$8.00 a year; Canada, \$9.00; Foreign \$10.00

SALES MEETINGS

(quarterly, Part II of SALES MANAGEMENT);
editorial and production offices: 1200 Land Title
Bldg., Philadelphia 10, Pa.

OFFICERS

PRESIDENT AND PUBLISHER.....Raymond Bill
GENERAL MANAGER.....Philip Salisbury
SALES MANAGER.....John W. Hartman
TREASURER.....Edward Lyman Bill
VICE-PRESIDENTS.....C. E. Lovejoy, Jr.,
Merril V. Reed, W. E. Dunsby, R. E. Smallwood

SALES MANAGEMENT, with which is incorporated PROGRESS, is published semi-monthly on the first and fifteenth except in May and November when it is published on the first, tenth and twentieth. Affiliated with Bill Brothers Publishing Corp. Publication (printing) offices, 34 North Crystal St., East Stroudsburg, Pa. Address mail to New York office. Entered as second class matter May 27, 1942 at the Post Office, East Stroudsburg, Pa., under the act of March 3, 1879. Copyright February 15, 1953 by Sales Management, Inc.

Member



February 15, 1953 Volume 70 No. 4

LEADERS IN ADVERTISING IN THE
U. S. YEAR—1952

LINES

1. MILWAUKEE JOURNAL 49,457,702
2. Chicago Tribune 47,632,116
3. Los Angeles Times 45,849,407
4. Washington Star 42,494,020
5. New York Times 41,721,343
6. Miami Herald 39,371,257
7. Cleveland Plain Dealer . . 38,687,083
8. Baltimore Sun 38,154,798
9. Philadelphia Inquirer . . . 38,133,092
10. Detroit News 37,242,380

Powerful advertising results

BUILT RECORD LINAGE FOR NEWSPAPERS IN 1952

Again in 1952 advertisers used more linage in The Milwaukee Journal than has ever before appeared in any publication—49,457,702 lines. This was an increase of 3,668,762 lines over The Journal's previous world record in 1951—and the first 10 newspapers combined gained 21,994,251 lines over 1951.

Contributing to The Milwaukee Journal's continued leadership were "FIRSTS" among all U. S. newspapers in retail advertising, classified, department store, and in dynamic ROP color. A second place in evening-Sunday general and a fourth for total automotive shows an exceptionally well-balanced advertising acceptance for this newspaper.



1. His planning

Executive session at Heywood-Wakefield head office in Gardner, Massachusetts. Starting lower left to right: Paul B. Posser, Vice-President and General Sales Manager; Richard N. Greenwood, President; Henry C. Perry, Treasurer; W. B. Stearns, General Superintendent; Carl B. Lugbauer, General Advertising Manager. Heywood-Wakefield gives no exclusive franchises, has thousands of retail outlets.

What makes this manufacturer



2. His product

Heywood-Wakefield volume is in modern line. Only birch wood is used, and only outer cuts of each tree trunk. Outstandingly different are Heywood-Wakefield hand-sanded "soft curves"—modern meeting of handcraft and mass production.



3. His supply line

1,250,000 board feet of lumber are cut in the Gardner plant alone each month. Here the Hyster handles a 3½ ton "package" of lumber, totaling 1576 board feet. 24 complete bedroom suites will be made from this package.

Heywood-Wakefield Company sets formula for spectacular sales increase

successful?



4. His plant operation

1800 people work in the Gardner plant—one in every 12 Gardner citizens. Heywood-Wakefield had one of the first conveyORIZED finishing lines in the furniture business, has streamlined all plant operations to minimize cost and increase production.

Heywood-Wakefield has been in business well over a hundred years.

While craftsmanship standards remain as high as in "Whaler" days, Heywood-Wakefield has moved with the times. In 1951, when the furniture industry as a whole was off, Heywood-Wakefield ran ahead of their previous year with volume close to \$28,000,000.

In 1947, Heywood-Wakefield began to really move into the "big time." They started national advertising, ran two half-pages in color in *Ladies' Home Journal*.

Sales in 1951 showed a 32% increase over 1950. In 1952, Heywood-Wakefield scheduled more space in the *Journal* than in any other single publication on their list.

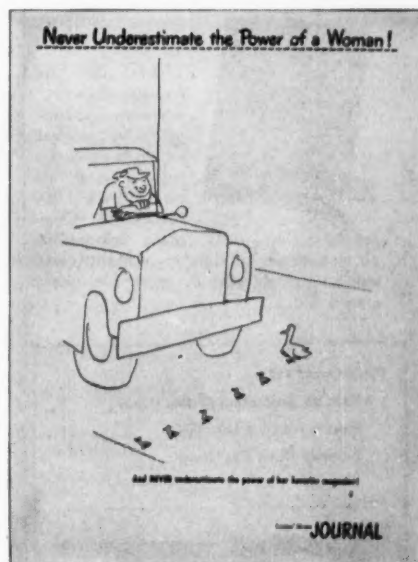
In his March, 1952, statement to stockholders, Richard N. Greenwood, President, said: "The increased demand for our goods has been in part achieved by an improved advertising campaign in magazines."

Anyone who has goods, or ideas, to sell to women will find that it pays to advertise in the magazine that women *truly believe in*—*Ladies' Home Journal*.

5. The power of his advertising

Because women buy most home furnishings, it made sense to Heywood-Wakefield to use the biggest women's magazine (*Ladies' Home Journal*) consistently. The following facts prove *Journal* power:

1. BIGGEST circulation . . . bigger than any other magazine ever edited for women . . . over 5,000,000.
2. BIGGEST newsstand sales . . . topping *every* other magazine in the world carrying advertising.



LADIES' HOME **JOURNAL**

... the magazine of new horizons

IF YOU WANT TO SELL FOUNDRIES— USE THESE AIDS



FOUNDRY MARKETING GUIDE

Contains an Atlas section defining the concentration of foundry capacity, production, and employment in 96 marketing areas. Has State section devoted to analysis of foundry capacity and employment in each

of the United States and Provinces of Canada. Includes comprehensive list of Foundry Supply Houses and Agents. An outline Foundry Market Area map facilitates user-analysis of own sales potentials.

PENTON'S FOUNDRY DIRECTORY

A geographical listing of all foundries giving names, addresses, metals melted, melting equipment used, and departments operated. It lists every one of the more than 5,000 foundries in the U.S.A. and Canada. Cost, \$75.00.



FOUNDRY DATA FILE

"This is The Foundry Industry" presents new facts about this market, its growth, its future and its coverage by FOUNDRY. Complete information

on circulation, readership, editorial, and mechanical details. A must for every media file.

Please send me:

- ☐ Foundry Marketing Guide (free)
- ☐ Penton Foundry List (\$75)
- ☐ Foundry Data File (free)

Name _____

Company _____

Address _____

City _____

State _____

FOUNDRY

A Penton Publication
Penton Building
Cleveland 13, Ohio

NBP

CCA

The Human Side

The Man Who Stuck

A personable, dynamic young executive of 37, Jack W. Elshout, vice-president and sales manager, Berkel Products Co., Limited, Toronto, Canada, never rises to greet a customer—or even a lady, for that matter. It isn't that he's lacking in social amenities; the fact is it's a physical impossibility.

Jack Elshout has been a paraplegic for 10 years and behind his managerial desk he sits in a wheel chair. His insurance company terms him a total disability case, which he is by medical standards. But through courage he has confounded the gloomy forebodings of medical authorities and business associates alike.

After graduating from Culver Military Academy young Elshout emigrated to Canada and became associated with the Berkel Products Co., Toronto, Canadian subsidiary of the U.S. Slicing Machine Co., Inc., La Porte, Ind. The Canadian company is one of several subsidiaries of the world-wide organization.

Young Elshout started in the accounting department. Jack, however, was convinced he had a flair for selling and, because of a unique company policy, was given an opportunity to win his sales laurels.

"Our inside men," he explains, "no matter which division of the business they may be in—administrative, advertising, sales correspondence, or what-have-you, are encouraged to go into the field and gain practical sales experience, and, as an incentive, earn sales commissions during their spare time. I recall that my initial sales work was done after office hours and over weekends, in open territories throughout our northern resort country. These early trips were primarily successful not because of previous selling experience, but because I applied the company's tested method of creating the desire to purchase by effective counter demonstration and by proving the profits that could be made by installing modern equipment."



A PARAPLEGIC BUT . . . crack salesman Jack Elshout refuses to give up the sports he loves. A special chair he designed goes into the boat when he fishes.

SALES MANAGEMENT

We publish two good newspapers
... they are read by everybody
in and around Louisville

We sell advertising space at
reasonable rates.
It produces sales.



The Courier-Journal
THE LOUISVILLE TIMES

Owners and operators of
Station WHAS and Station WHAS TV
371.134 DAILY • 300.970 SUNDAY
REPRESENTED NATIONALLY BY THE BRANHAM CO.

THREE DIMENSION PICTURES



CAN
BOOST
YOUR
SALES!

View-Master stereo color pictures will add a dynamic new selling dimension to the portrayal of your products and services! Salesmen like to use View-Master "come to life" pictures because they get and hold attention, because they're lightweight, compact, easy to carry and show. Sales managers like View-Master stereo pictures because they get results at low cost! If you have a selling problem, big or small, View-Master stereo pictures can help you solve it. Write for complete information.

VIEW-MASTER
STEREO SELLING PICTURES

(© Sawyer's Inc.)

SAWYER'S INC., Dept. SM
Portland 7, Oregon

Please send information about View-Master three dimension pictures for commercial use.

Company Name _____

Address _____

City _____ Zone _____ State _____

By _____ Position _____

With a practical knowledge of the various inside departments, and after several successful selling trips, Jack Elshout was soon transferred to the sales staff. About this time Berkel in Canada opened up the Western and Prairie Provinces which, up until then, had been covered by outside dealers who produced a relatively small volume of business. Jack soon started on a western trip and by the time he reached Winnipeg, Manitoba, the results of his trip were so encouraging that it was decided to open the first western sales office.

Then a married man, Jack—only 22 years old and with every prospect of a successful sales career ahead of him—was designated to manage the new branch. In the four years which followed he traveled Canada's Western Provinces, employing and training additional manpower, and won a steadily increasing number of customers and friends for his company.

Then tragedy struck—and hard. In 1940 Jack began to experience acute pain in his back and legs. His condition grew worse until he was forced to seek medical advice. The result was a trip to the Neurological Institute in Montreal where the diagnosis was a tumor on the spinal cord. An operation was performed and it was discovered that the tumor, non-malignant in type, was entwined around the spinal cord and that further surgery would be necessary to remove it. A second serious and painful operation by the world famous Dr. W. Penfield followed, but medical science was unable to accomplish the necessary miracle. The tumor so entwined around the spinal cord could not be removed. Jack's paralytic condition worsened and he gradually went from cane to crutches, and finally to the inevitable wheelchair in which he has been confined for the past 10 years.

"... what was done elsewhere."

"Soon after, however, I heard of the case of a Toronto man, completely paralyzed for some 30 years, who was still cheerful and making a place for himself in the community. I went to see him and was amazed and uplifted by his cheerfulness and determination to be independent of others. I decided right then and there that my troubles were small in comparison and that with determination I, too, could overcome this handicap."

Since then Jack Elshout has rarely missed a day at his Toronto office. Unable to do any more actual field selling, he has concentrated his attention and experience on management and sales promotion from behind his desk. He was soon promoted to a director of the company in charge of sales and a few years ago was elevated to vice-president.

Although confined in a wheelchair, Jack travels from coast to coast and makes frequent contact with all branch offices—thanks to a special arrangement with Trans-Canada Air Lines and a collapsible wheelchair. He also attends trade conventions, hires sales and office personnel, sets up new sales territories and helps his organization to expand with new lines of equipment. Having had the benefit of several years of selling in the field, Jack appreciates the importance of frequent contact with the home office. While it sometimes becomes almost impossible to acknowledge each individual order, with the assistance of several sales correspondents, the 60 Berkel specialty salesmen are kept in personal touch with the head office at all times.

Another achievement is a simple, yet ingenious sales production and flow chart designed by Jack in consultation with Seeley Systems. It keeps daily tab on each salesman's volume and can be set up in 20 minutes.

"His determination is almost frightening at times," says Advertising Manager Bill Alguire, "and, as a result, he actually exceeds what a normal person in his position can do."

THE NATIONAL RESEARCH BUREAU PROUDLY ANNOUNCES...



The Jack Lacy Better Selling Bulletins

WRITTEN BY AMERICA'S ACE SALES TRAINER

Enroll Your Entire Sales Force
Without Obligation!

Meet Jack Lacy

Jack Lacy has made at least 30,000 sales presentations. He has sold in every field of endeavor. Lacy has trained more than 200,000 salesmen through his famous Lacy Clinics. He is frequently paid as high as \$1,000 an hour for his services. National Sales Executives, Inc., an organization of 18,000 of the nation's leading sales managers, awarded Jack Lacy selling's highest honor—The "Selling Oscar" for 1951.

In addition to being an outstanding salesman, he is acknowledged to possess one of the rarest of all gifts—the ability to pass his knowledge and skills on to others.

The Jack Lacy BETTER SELLING BULLETINS List of Titles

1. A Blue Print For Star Salesmen
2. How to Organize Power-Packed Presentations
3. How to Build Gripping Approaches
4. How to Develop Powerful Selling Impact
5. A "Sure-Fire" Way to Overcome Objections
6. The Traits of a Big League Salesman
7. How to Make Your Sales Personality Stronger
8. How to Strengthen Your Closers
9. How to Dig Deep and Get the Tough Sales
10. How to Make Your Time and Effort Pay Off Double
11. Three Big Steps To the Top in Selling
12. Use This Great Selling Team to Boost Your Sales Perpetually

Now...for the first time, you can make the sales training methods of America's Ace Sales Trainer available to all your salesmen...wherever they may be. The famous Lacy principles and procedures are now available in bulletin form for the first time.

Based on the performance record of Jack Lacy in training more than 200,000 salesmen—you can seriously expect the bulletins to accomplish these five goals.

1. An increase in the selling power of each salesman you direct.
2. New drive, new enthusiasm, new determination on the part of each salesman.
3. New courage, new confidence, new selling skill on the part of each salesman.
4. Better organization, better approaches, better demonstrations, better closes—more closes.
5. A re-vitalized interest in your entire selling program.

Your salesmen will like these bulletins. They will find them direct, simple, brief, vigorous and clear. Not a word of theory. No rules to memorize. No artificial routines or involved formulas: Every method, every procedure

tested on the firing line...proved successful by "top notchers."

Furthermore, you will find the Lacy Sales Bulletins will dovetail with your own sales program. Firms as widely diversified as Aetna Casualty, American Airlines, Ford Motor, Parke Davis, Remington Rand, Squibb and Sears Roebuck have, for years, enrolled their men in the famous Jack Lacy clinics.

INTRODUCTORY OFFER

While surveys show better than 95% of the salesmen exposed to Lacy methods are able to increase their selling power...you are invited to test this six month sales training program without obligation.

Merely indicate the number of salesmen you direct. We will immediately send you a copy of Bulletin No. 1 for each. This process will be repeated every two weeks until all twelve bulletins are received. You reserve the right to return any or all bulletins for full credit if they fail to meet with your complete satisfaction.

Take advantage of this opportunity to increase the selling power of your men. Fill in and return the *free-inspection* form today.

Enroll Your Sales Force NOW...No Obligation!

TO: THE NATIONAL RESEARCH BUREAU, INC., 415 N. Dearborn, Chicago 10, ILL.

Please send _____ copies of Lacy Bulletin No. 1 immediately.

Then send us an equal quantity of a new bulletin every two weeks until all 12 are received. Invoice us at the quantity rates. We reserve the right to return any bulletins for full credit 10 days after receipt.

Name _____

Title _____

Firm _____

Address _____

City _____ Zone _____ State _____

SM413

— QUANTITY RATES — Cost of Each Bulletin	
5 copies (Min. order) \$	1.30
10 copies.....	2.50
25 copies.....	6.00
50 copies.....	11.00
100 copies.....	21.00
150 copies.....	28.50
200 copies.....	34.00
250 copies.....	37.50

In-between quantities charged proportionately.
Shipments F.O.B. shipping point.

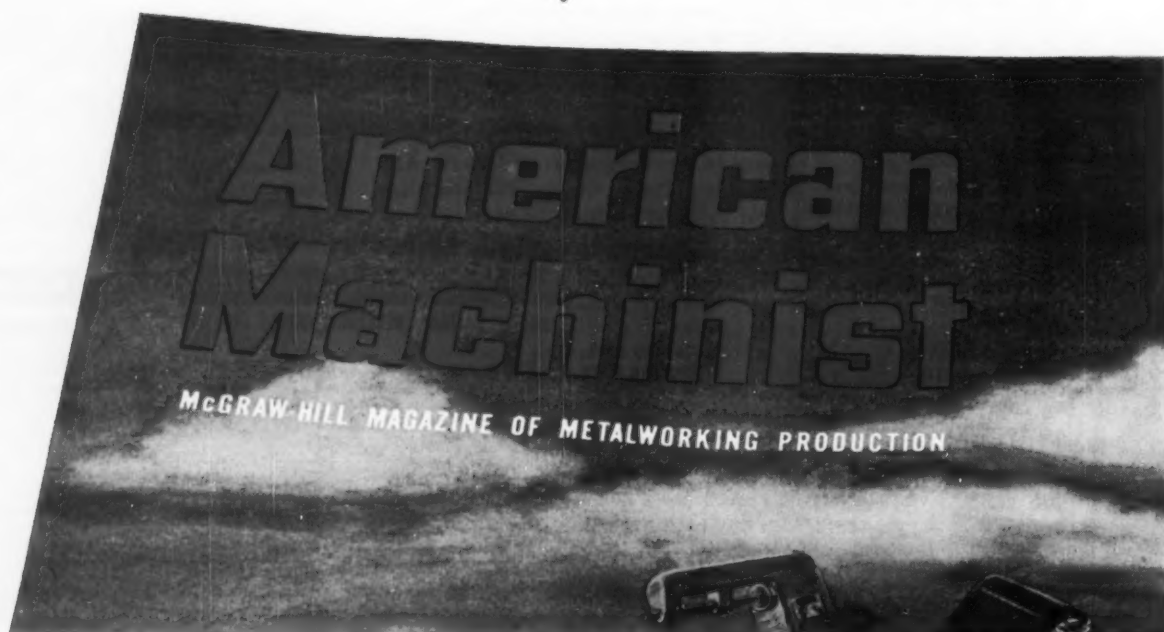
To save book-keeping costs quantities of 10 sets or less will be sent in one shipment under one bill. (Same return privilege applies.)

It's clearer now than

More metalworking production executives and engineers . . . over 31,000 of them . . . now subscribe to *American Machinist* than have ever before subscribed to any metalworking publication. They are making it crystal clear, dollars-and-cents clear, that this magazine serves their needs better than any other metalworking magazine published.

Advertisers are making it equally clear that they consider *American Machinist* the soundest possible advertising investment in selling to the biggest of industrial markets. In 1952 they invested more advertising dollars in *American Machinist* than any previous year has ever seen invested in a metalworking publication. And in giving *American Machinist* the biggest of all sales jobs in Metalworking, they upped its advertising pages by 1,340 . . . for a 24 per cent increase over 1951, and a bigger page gain than any other magazine of any kind showed in 1952.*

This is the No.1 place to do
↓
with



ever...

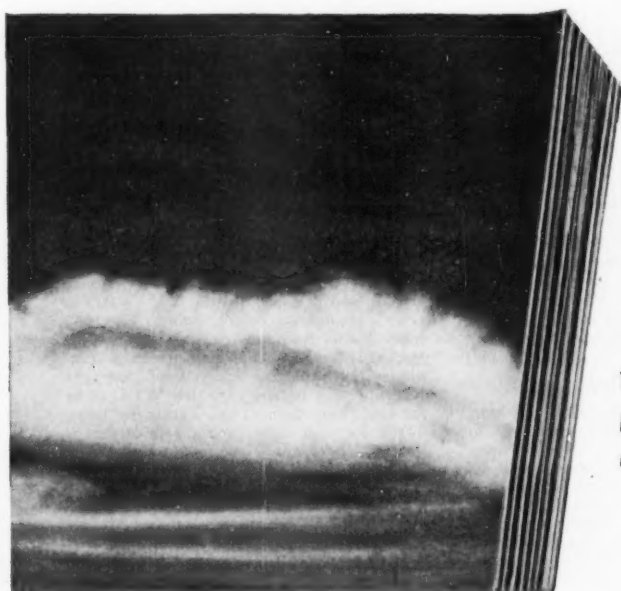
These simple facts of paid-circulation and advertising leadership not only reflect *American Machinist's* great editorial values, but also suggest how much this magazine can do to boost *your* sales to Metalworking. There's no better time than now to put *American Machinist* to work for you.

Remember . . . when you advertise in *American Machinist*, you advertise in Metalworking's No. 1 editorial and sales force . . . in the only publication that offers you more than 31,000 management-concentrated, production-minded subscribers . . . the magazine over 800 successful advertisers believe in, and select as the medium in which to concentrate the most advertising that appears anywhere for the machinery, equipment, materials, parts, and supplies used in producing Metalworking's \$100-billion worth of products.

*Source: *Industrial Marketing* tabulations, January, 1953 issue

business

America's biggest industry



THE MCGRAW-HILL MAGAZINE OF METALWORKING PRODUCTION
MCGRAW-HILL BUILDING, NEW YORK 36

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FEBRUARY 15, 1953

13

WHO ACCLAIMED NATION'S BEST RADIO NEWS OPERATION, FOR SECOND CONSECUTIVE YEAR

BY NATIONAL ASSOCIATION
OF RADIO NEWS DIRECTORS



At recent convention of National Association of Radio News Directors, Baskett Mosse, chairman of committee judges, said: "The Medill School of Journalism of Northwestern University is happy to announce tonight that radio station WHO, Des Moines, Iowa, was selected as the outstanding radio news operation in the United States for 1952".

In presenting the award Mosse said: "This is the first time in the history of the National Association of Radio News Directors that the awards committee has selected a radio station as the outstanding radio news operation in the country for the second consecutive year. I think this is an unusual honor and I know that you are proud of it and we are really proud to give it to you. Not to take anything away from the other entries in this contest, but I would like to say that your particular entry won this award by unanimous vote. Every judge on our awards committee voted for WHO as the outstanding radio news operation — 1952".

BEST EQUIPMENT, VETERAN STAFF, BIG BUDGET

The WHO News Bureau has an impressive physical plant: six leased-wire machines; a portable battery-operated tape recorder; a telephone recorder; three short-wave monitors for state and city police and fire department broadcasts; a number of subscription services; and a library which includes several specialized news encyclopedias.

The six leased-wire machines include two Associated Press, two United Press and two International News Service machines. WHO's leased-wire service exceeds the facilities used by many of the country's leading daily newspapers; and is unsurpassed by any radio station in this section of the country. Only two of the six

machines are "radio" wires — the other four bring in detailed stories known as "press" wire service. Press wire service gives lengthy accounts and the three news services bring in three different versions of the big stories around the world. This necessitates constant boiling down, rewriting and sifting of details, playing up news of local interest — all tailored to fit a split-second time period.

NINE VETERAN REPORTERS EDIT AND BROADCAST NEWS

Proud as we are of this award, we are more proud of the people on our staff who helped us win it. The WHO News Bureau is headed by veteran Jack Shelley, and includes eight other full-time men and a secretary. Eight of the men are college-trained reporters, rewriters and broadcasters, all of whom are heard regularly on the air. The ninth man is a specialist in political reporting. The ten people on the staff represent a total of 100 years' experience in news work. Five of the News Bureau staff have been with WHO ten or more years.

In addition to the regular full-time staff, the WHO News Bureau maintains a staff of 70 correspondents — or part-time reporters — throughout Iowa and in Southern Minnesota and Northern Missouri, heavy WHO listening areas.

TELEPHONE USED EXTENSIVELY

The WHO News Bureau uses the local and long-distance telephone extensively to supplement and verify the regular news services' coverage. Staff members check directly with peace officers and hospitals each morning to get accident reports and accident victims' conditions which may have changed since the late night news reports. In many instances, the leased-wire services do not clear this type of information until too late for a 7:30 a.m. — or even an 8:45

a.m. — newscast. Telephone checks also minimize the possibility of loss of news when events take place in remote areas, distant from a news service reporter.

STAFF WORKS TWO SHIFTS

The WHO News Bureau maintains a morning and a night shift. There is a certain amount of specialization within each shift in that one man may be assigned Washington and foreign news, another Iowa news, and a third miscellaneous human-interest stories. Whatever the assignment, the reporter stays on it for an indefinite period, building up a background for that specific job, and becoming a specialized reporter on that shift. Each shift writes its news copy especially for the men who will be airing it.

\$100,000 ANNUAL BUDGET

To operate its award-winning News Bureau and to provide Iowa-Plus listeners with unexcelled news coverage, WHO spends more than \$100,000 annually. This figure is believed to be one of the highest figures in the Nation.

PUBLIC SERVICE EXTRAS

In addition to its regular news services, the WHO News Bureau provides its listeners with a variety of public-service extras. These include free announcements regarding public and private meetings during periods of extreme weather conditions, up-to-the-minute reports on road and weather conditions and emergency calls on newscasts to locate families or members of families who are traveling or are visiting away from home, etc. The News Bureau has also developed a system whereby a copy of each newscast mentioning an Iowa serviceman is sent to the next of kin. This service has required the cooperation of local postmasters in many cases because of the lack of a street address or the name of the next of kin. Management at WHO considers the public service aspect . . . the many extra "little things" that WHO does for its listening public . . . to be the difference between a routine news operation and one that is contributing to the welfare of the community. This — then — is the difference between a good news operation and the "Best Radio News Operation in the United States".

BETTER NEWS — BETTER AUDIENCES

The leadership of WHO's News Service is only one of many reasons why WHO is Iowa's greatest advertising values. The 1952 Iowa Radio Audience Survey, accepted by leading advertisers and agencies as a completely authoritative analysis of listening habits in this state, shows that WHO is by far the "most-listened-to" station in Iowa. Write for your copy, or ask Free & Peters.

+ WHO for Iowa Plus! + DES MOINES . . . 50,000 WATTS

Col. B. J. Palmer, President
P. A. Loyet, Resident Manager

FREE & PETERS, INC.
National Representatives

SALES MANAGEMENT

COMMENT

How the Man Grew

If all companies followed the excellent idea we've noticed first in the 1953 annual report of the Hercules Powder Co., our own Mike Hughes would have had a far easier job of uncovering the principal business backgrounds of the members of boards of directors of 28 of the largest selling companies (See "Sales Wins a Bigger Voice on Biggest-Company Boards," SALES MANAGEMENT, page 24, Jan. 15, 1953.)

Hercules identifies each of its directors and officers in this manner:

"Charles A. Higgins, chairman of the board of directors and president (manager Development Department 1926 to 1928, director since 1928, vice-president 1930 to 1939, president since 1939, chairman of the board since 1944)"

Mike Hughes' study reveals that about 40% of the board chairmen and presidents studied climbed predominately or largely by the marketing route.

Hercules makes it easy for stockholders to keep tabs on an important corporate intangible—executive manpower.

Perhaps the Gilbert brothers, small stockholders in many companies, who bedevil company officials in annual meetings to develop better shareholder relations, should suggest that all companies take a leaf from Hercules.

Ike's Butter Headache

What many people regard as a failure in marketing will provide the Eisenhower administration with an immediate test of its business ingenuity. Because there are not enough buyers willing to pay at least the "support" price for butter, the federal government is now buying daily thousands of pounds of surplus butter. (Turn to page 46 for our report, "Can Aggressive Promotion Save the Butter Industry?")

With a half-dozen exceptions, the people who sell butter have made just about every mistake in the book. The dairy interests seem to have held the view that they offer a commodity which the public must have, and for which there is no need nor desire for an explanation of user-benefits. When the dairy interests have felt the hot breath of competition, they have, as one critic puts it, found it cheaper to lobby in the legislatures and put through laws to hamstring margarine than to promote their product on its merits. But now the legislators find that they have more constituents who buy margarine than butter, and gradually, the legislators are repealing unfair restrictions.

Despite the fact that the butter people have let monopoly thinking lull themselves into a precarious marketing position, we don't expect to see butter disappear from the market. Every basic product must be adapted to the times. The ice-man has not disappeared; he's changed the shape of his product, his package, his method of distribution, his pricing, he's created new markets, and today he is collectively bigger than before the mechanical compressor threatened to destroy him.

3 out of 4 COLLEGE COACHES and athletic directors are readers..



College coaches and athletic directors either buy or influence the purchase of millions of dollars worth of athletic equipment every year. And three out of every four of them are readers of The Sporting News!

In addition, hundreds of high school coaches and athletic directors also are regular readers.

You can reach these key men in a big market—along with thousands of other sports followers—at a minimum cost through the use of space in America's favorite sports weekly.

The Sporting News

Published weekly for 66 years
2018 Washington Ave., St. Louis 3, Mo.
535 Fifth Avenue, New York
520 N. Michigan Blvd., Chicago

For the WRITE line to
GOOD WILL!

INSIST ON

The Original and Genuine

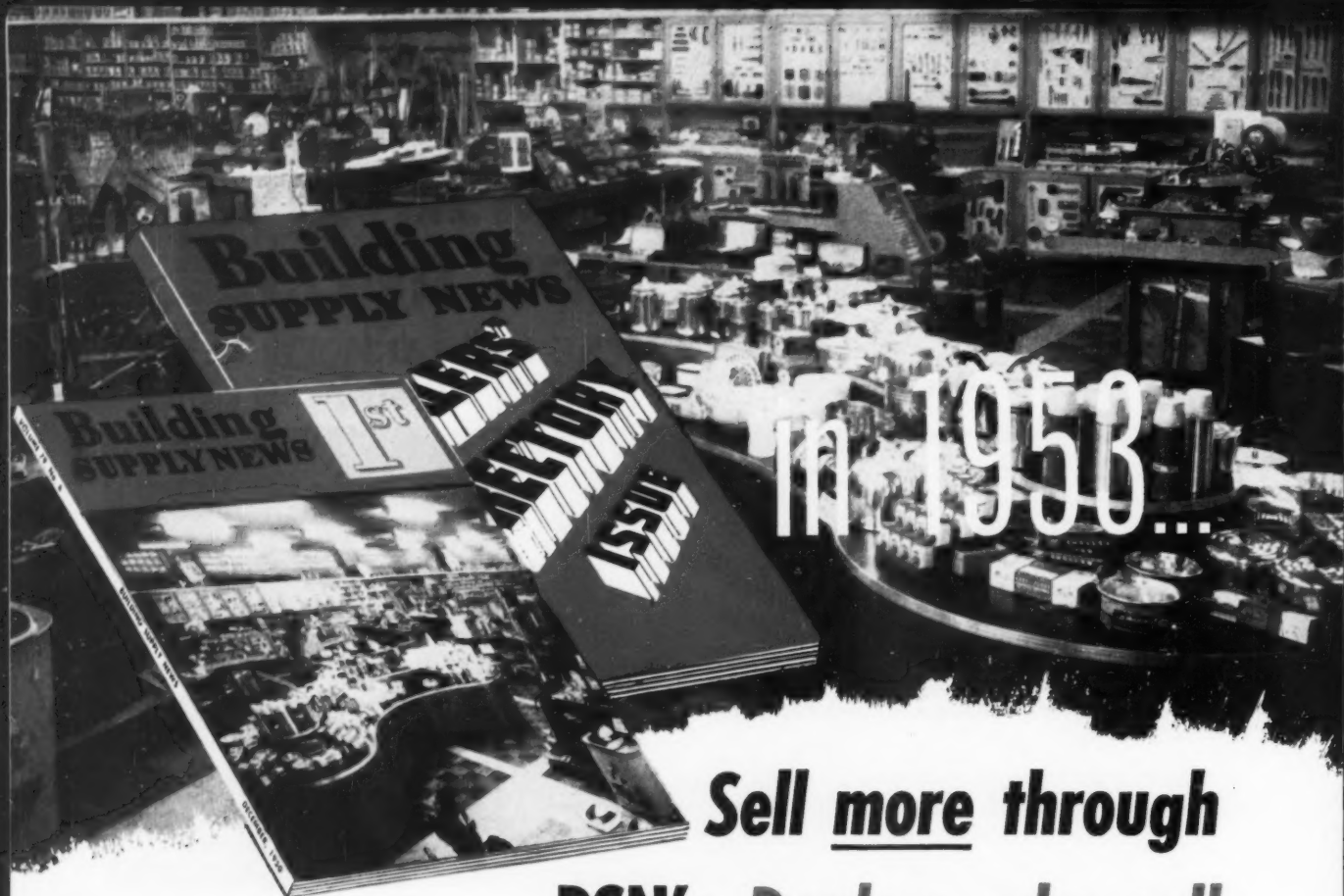
PRESDON

VU-RITER

Patented, Triangular
Shape Fits the
Natural Curve
of the Hand.

Ferber

PEN CORP.
ENGLEWOOD, N. J.



Sell more through BSN's Dealers who sell



Floyd H. Jackson, President
J. H. Jackson Lumber Company
Rockaway, N. J.

Through the years the Building Supply News has been a valuable source of ideas which have contributed greatly to the success of our business. Many of the ideas incorporated in our new store building were obtained from the experiences of other lumber dealers as featured in Building Supply News.

In the months to come—as merchandising *men* begin to separate themselves from the *boys*—it is good to know about BSN's lumber and building material supermarkets who do 87.5% of their industry's \$8 billion annual volume.

BSN's 20,000 dealer readers aggressively sell an average of \$356,000 worth of lumber, building materials and home service products annually. The sales of many are in the millions. They are the biggest merchants in most communities.

They are the preferred one-stop buying center for the "build-it-yourself" homeowner. They sell 100,000 contractor-builders and 46,000,000 families and farmers hardware and housewares, fans and flooring, roofing and refrigerators, garages and garden supplies, power and hand tools—as well as lumber and building materials. They are ever alert to new lines and improved products.

Learn how you can recruit BSN's lumber and building materials supermarkets for your sales team. And don't overlook the selling power of BSN's more than 2,000 top wholesalers. In 1953, sell *more* through BSN's dealer readers who sell.

Affiliated with 6 Building Industry Magazines comprising the largest most distinguished publications in the building industry; Practical Builder, Building Material Merchant, Ceramic Industry, Ceramic Data Book, Brick and Clay Record, Masonry Building (formerly Modern Brick Builder).

BUILDING SUPPLY NEWS

5 South Wabash Avenue, Chicago 3, Illinois



As far as the dairy industry generally is concerned, it's inclined to sell "Uncle Willie's whiskers" when it promotes itself. But a housewife doesn't buy butter to get butter; she's after the best spread for her family she can afford, or she wants a cooking ingredient which will save her labor, time, and produce a nutritious and appetizing meal for her family. We've all been eating meat for a long time, but the American Meat Institute discovered several years ago that it can increase meat consumption—and enjoyment of meat consumption—by repeating over and over again basic facts on how to buy and use cuts of meat.

What will the Eisenhower administration do about the butter glut? The President, in his campaign farm speech, pledged his administration to guarantee the farmer parity. The farmers won't let him forget that promise, though they may take a dim view themselves of the government stockpiling a perishable commodity like butter.

It may not be very popular political advice, but the new administration might well suggest that the dairy interests pick up the burden of marketing their own product.

Help for the "Comers"

Largely through the foresight and efforts of National Sales Executives and some of the individuals in it who have a deep personal interest in young people, many a high school or college student headed for a sales or advertising career now has the opportunity to sit in on meetings of professional groups in those fields.

The practical and human values involved in this movement are important to both groups of participants. Sales and advertising management, as professions, must have qualified young people coming into them. And when some of us remember how little opportunity we, as teen-agers, had for sound vocational guidance and counsel from our chosen fields, we can understand why students are so eager for the interest of those who are already established career men and women.

Eastern Industrial Advertisers have entertained student-groups for several years. The organization has even developed a "Student Guest Package" containing basic information on industrial advertising, which is given to each boy or girl. We'd like to see this idea "stolen" by more sales managers' clubs.

At a regional meeting of NSE held several years ago in San Francisco, the entire sales management class from the University of California joined its elders for a two-day session. Sales Executives Club of New York has been lending a helping hand to the Junior Achievement groups in and around Manhattan.

If you are active in a professional club that isn't currently engaging in some activity of this nature, why not become a personal sponsor for such a movement?

Schizophrenia on Bigness

Partially because the Eisenhower administration has drawn so many key executives from big business, the role of big business is bound to come in for more scrutiny. "Most Americans," points out a new Brookings study, *Big Business in a Competitive Society*, "have never faced up realistically to the schizophrenia in our attitudes toward business size."

Says Brookings' report: "We want the assurances of quality that an accepted brand name may convey, but distrust the advertising that establishes the reputation of the brand and makes it difficult for an unknown independent producer to break in."

YOU Can Sell By Horse and Buggy METHODS BUT—



Your Salesmen Save Time, Sell Faster, Easier With Indexed Selling Material!

You can help your salesmen save precious selling time, learn their products faster, easier, more thoroughly and gain more time for other sales when you index your loose leaf selling materials. Fumbling, searching, wasteful page flipping to find the needed information are all ended when you use indexes to organize, identify and locate your product data.

Cut Training Costs—Teach Faster

You owe it to yourself to find out how progressive firms most everywhere are using Special, made-to-order Indexes to get faster, more successful results from their loose-leaf catalogs, sales and training manuals, price and stock lists. The full, interesting, valuable story is told complete in our four page illustrated circular just off the press.

Write Dept. 5 For Your FREE Copy

G. J. AIGNER CO.
426 S. Clinton St. Chicago 7, Ill.

in AKRON

PACQUIN'S HAND CREAM

consistent ads in The Beacon Journal are reaching . . .

99½% COVERAGE

There's no other medium or combination of media that offers so much for so little.

Akron Beacon Journal

Not "just looking"!

these 3¾-million families have
BUY on their minds

OF ALL 3 of the biggest man-woman magazines, Better Homes & Gardens is the *only* one that gives you millions of families *who are screened for their BUY-mindedness.*

Every page in every issue of BH&G gives its readers ideas to act on—practical ideas to help make their home life pleasanter, richer, more enjoyable. And BH&G readers are ever ready and able to get what it takes to put these ideas to work.

This means a BH&G reader is not *just* a reader. He or she is a reader-shopper, looking for counsel on what to BUY.

Why not give your ads the advantage of this BUY-eager audience? Here are the millions that count at the sales counters.

BH&G **BUY**OLOGICAL BRIEFS

- *In 1952*—Another new high for BH&G in newsstand sales.
- *More dollars of advertising, more lines of advertising and more pages of advertising* were placed in BH&G in 1952 than in any other major monthly magazine.
- *BH&G has exploded the myth* that selected circulation must be small. BH&G now offers advertisers more than 3¾-million families—screened to be *top* prospects for almost anything on the market.

MEREDITH PUBLISHING COMPANY, Des Moines, Iowa





Serving 3¾ million families—screened for the
BUY ON THEIR MINDS!

The Philadelphia Inquirer

The Inquirer Sets New Linage Record in Philadelphia

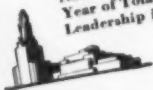
38,000,000

lines of
advertising
in 1952

A GAIN OF 1,200,000 LINES IN 1952
...ON TOP OF A GAIN OF 875,000 LINES IN 1951!
Largest volume ever published by any Philadelphia newspaper

FIRST... in national advertising
FIRST... in retail advertising
FIRST... in classified advertising
FIRST IN EVERY MAJOR
ADVERTISING CLASSIFICATION

Now in its 20th Consecutive
Year of Total Advertising
Leadership in Philadelphia!



THE INQUIRER MEANS BUSINESS IN PHILADELPHIA. As the most constructive force in the World's Greatest Industrial Area, The Philadelphia Inquirer is the first choice for advertisers. The ever-growing lineage of THE INQUIRER is indisputable testimony to the fact that, in this great market of over 4,500,000 people, THE INQUIRER is the most effective selling force. THE INQUIRER means business for you in thriving Delaware Valley, The Greater Philadelphia Market.

Exclusive Advertising Representatives: ROBERT T. DEVLIN, JR., 342 Madison Avenue, N.Y.C., N.Y.; MURRAY HILL 2-5838; EDWARD J. LYNCH, 20 N. Wacker Drive, Chicago, Anderson 3-6270; GEORGE S. DEK, Penobscot Bldg., Detroit, Woodward 5-7260. West Coast Representatives: FITZPATRICK & CHAMBERLIN, 155 Montgomery St., San Francisco, Garfield 1-7946 • 1127 Wilshire Boulevard, Los Angeles, Michigan 0259

SIGNIFICANT TRENDS

As seen by the Editor of Sales Management for the fortnight ending February 15, 1953

THE PLIGHT OF THE EXECUTIVE

Compensation levels of executives increased approximately 5% on the average from 1951 to 1952, according to the third annual report released by the Executive Compensation Service of the American Management Association.

In contrast, gross average weekly earnings of production workers in manufacturing companies for the calendar year 1951 were more than 9% above their 1950 level. This figure does not include "fringe" benefits.

The AMA figure, on the other hand, is for total compensation, including salaries, bonus payments and contributions to retirement funds.

Another current report calls the talented executive "today's forgotten man." A report called "Executive Pay Plans," by William J. Casey and J. K. Lasser, says that the \$25,000-a-year man has only \$9,361 left in real 1939 dollars after he's been put through the wringer of high taxes and inflation. In 1939 he had \$22,000 left. Today he has to earn \$100,000 to have that much real buying power—and not many have been jumped in the 14-year period from \$25,000 to \$100,000.

One way to keep pace, according to the authors, is to quit working for a salary and operate the kind of business which requires a relatively small amount of capital requirements. Many presidents and sales vice-presidents charged with nation-wide operations know that the distributor who handles their product in Kalamazoo, for example, is making more money and building greater security for his family. Partially because his earnings are divided between his own tax return and that of the business, the small business operator can build greater capital values in his business. Mr. Casey and Mr. Lasser provide an illustration which shows how a man drawing \$25,000 salary out of a distributorship with assets worth \$20,000 and earnings [business] of \$25,000 a year, does as well as a salaried executive who has \$520,000 worth of securities earning 6% on top of his \$25,000 salary.

That goes a long way toward explaining why so many top executives have resigned recently from big business to "retire" to smaller operations in smaller cities, as for example, Niles Trammel, who quit a big job with National Broadcasting Co. to take a much smaller salary as head of a Miami TV station.

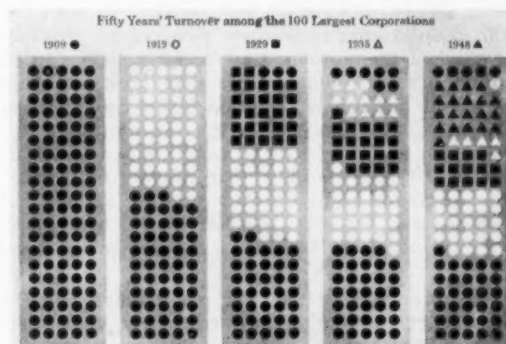
The report, published by Business Reports, Inc., Roslyn, N.Y., has some interesting thoughts on expenses. . . If an executive spends 5% of his salary on expenses connected with business and fails to get reimbursed, he loses from 6.7% of his take-home pay in the \$20,000 salary bracket to 11.4% in the \$100,000 salary bracket. To offset this personal business expense, it takes a pay increase of from 8% to 21.5%. Thus, the report points out, "a

sound and accurate system for reimbursing for all expenses incurred in company business is important to both the executive and his employer."

WHEN IS BUSINESS TOO BIG?

The amount of money required to be invested in creating a new productive unit of significant size is already great and is growing greater. This is not, by and large, a result of monopolistic practices and monopolistic corporations, according to a special report by the American Institute of Management. Instead, it is a consequence of the change in managerial and industrial technique which is going on continuously in this country. The division and specialization of labor which characterizes low-cost American production necessarily involves large capital investments. It requires this not only initially, but may even involve the apparently premature abandonment of costly equipment because the development by competitors of newer and more efficient techniques may threaten a firm's competitive standing.

This type of competition between giant corporations is actually fiercer than between small producers. The competition is fiercer because it involves the destruction of millions of dollars per year of capital assets still capable of producing, but threatening to become high-cost. Ironically, while the accusation is leveled at big business



There are always the 100 largest corporations, but the names change. This, one of the most spectacular charts developed in a report by the Brookings Institution on the role of big business in the U.S., and reproduced from *Fortune*, shows the changes in the elite over 50 years. Of the original 100 largest in 1909 (black circles), only 36 retained their rank in 1948, a few of them disappearing to return again (shown at the top of chart blocks). The same pattern of disappearance holds for the newcomers of 1919 (white circles), 1929 (black squares) and 1935 (white triangles). It's interesting to note that of the 11 newcomers in 1935 only five retained their place on the select list in 1948.

173,000 HOMES WITHOUT POWER, LIGHT, HEAT, WATER



...Why?

It need never again happen to you! When regular power fails, a HOMELITE Electric Generator will operate your lights, oil burner, water pump, deep freeze, TV—radio, refrigerator.

You don't need a generator as emergency power. It's only when you're out of power that you need it. In getting you off the grid, the generator is your only power source. It's the only power source that can keep you from being a victim of the power outage. It's the only power source that can keep you from being a victim of the power outage.

For the 1970s, the generator is the only power source that can keep you from being a victim of the power outage. It's the only power source that can keep you from being a victim of the power outage.

The generator is the only power source that can keep you from being a victim of the power outage. It's the only power source that can keep you from being a victim of the power outage.

Thousands answered for help!

We were swamped with telephone calls. From our offices, we were unable to answer the calls. We were unable to answer the calls. We were unable to answer the calls.

This generator costs very little

We make a very small profit on our generators. We make a very small profit on our generators. We make a very small profit on our generators.

How about true damages?

The generator is the only power source that can keep you from being a victim of the power outage. It's the only power source that can keep you from being a victim of the power outage.

HOMELITE CORPORATION

133 RIVERDALE AVENUE, PORT CHESTER, NEW YORK
133 RIVER ROAD, NORTH ARINGTON, NEW JERSEY

New York Office 5-2222 • New York, General 5-2222 • Philadelphia 5-2222 • Philadelphia 5-2222

When the mid-January ice storm knocked out electricity in the New York suburbs, Homelite Corp. warned home owners through full-page newspaper space that it could happen again—but needn't if Homelite generators were installed. This timely advertising swamped the company and its branches with inquiries—to such an extent that appointments must be allocated for weeks ahead. In addition to taking full advantage of such timely situations to build business for non-emergency periods, the company uses advertising of this type to secure a larger dealer organization and to serve as a background for other promotional efforts.

in this country that it possesses monopolistic tendencies as grave and as injurious as those of the German and the English cartels, almost in the same breath the European cartels are accused of being higher-cost producers, precisely because they are cartels. If companies with monopolistic tendencies tend toward inefficiency and high costs, then it is self-evident that American business in general, even the biggest of American big business, cannot at one and the same time be accused of monopoly and yet be lauded for its extreme economy of operations.

Through decentralization, the report points out, "the multi-product corporation has led to the institutional growth of the product-division form of organization. The product-division structure recreates on an enlarged scale the small and independent company which so many American citizens wish to see reborn. We will be bold enough to predict that over the next 50 years or so the product-division structure will become increasingly common and, within the giant corporation itself, will strengthen the urge toward ever-greater efficiency, toward lowered costs of production and sale, and toward more nearly perfect administrative techniques.

"Because the product-division organization leaves a business executive subject to every possible competitive

pressure, it tends to destroy whatever monopolistic impulses may be inherent in the giant corporation. An executive of a particular division who fails to make his unit work as efficiently and as productively as other units within the company soon finds himself without a job. The blast of competition is as fierce between the several divisions of a giant corporation organized on this basis as it is between small and, in theory, intensively competitive enterprises."

RETAIL SALESMAN PROBLEM WORSENS

At recent meetings of retailers, store executives grappled with the problem of how to meet the growing desire of retail employees for a five-day, 40-hour week, with weekends off. Many have done nothing about it—and find it almost impossible to attract workers. Out in Madison, Wis., the Manchester Department Store went to a five-day week with a Saturday closing and the store's business held up. The personnel problem vanished. Others think that a Monday closing is preferable.

As things stand now, the level of retail selling is likely to nose-dive still further. *The Wall Street Journal* has made a nation-wide roundup of the problem and quotes the general manager for store operations of the big Sun Drug Co. chain as saying, "Sales clerks now being recruited are wrap-up artists instead of good sellers." All merchants seem to agree that both the quantity and the quality of salespeople are on the downgrade and cite improved job opportunities outside of retailing and, in particular, the growing reluctance to work on Saturdays.

Since Korea, average hourly earnings in retail trade have climbed from about \$1.17 to \$1.33—a rise of around 14%. In contrast, the average take of factory workers has gone from \$1.45 an hour to \$1.71—an increase of about 18%.

To the manufacturer of branded merchandise, the relative impossibility of getting good retail salespeople means that more and more of the burden of selling the ultimate consumer rests on his shoulders. He must devote more money and energy to training retail sales personnel, to store demonstrations, to point-of-purchase displays that give the answers which untrained clerks can't give, to informative tags and booklets.

SALESMEN JAILED IN RUSSIA

We pointed out editorially in the December 15, 1952, issue that the Russians have a word for *sell*. They call it "prodaja." The word seemed to have only mild academic interest, something like Neanderthal man, since we had no idea that salesmen existed in Russia.

But now it turns out that they do have what they call salesmen—in the small sales booths in Moscow's open markets—and that they've been "marking up prices of goods to be sold and pocketing the difference." Several of these so-called salesmen have been jailed, but the Moscow newspaper, *Trud*, blames higher officials for putting such persons in positions where they could steal.

PHILIP SALISBURY
Editor

SALES MANAGEMENT

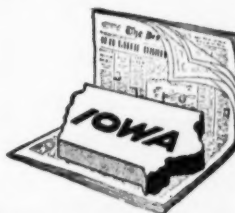


"Handling new business files is a man-size job now that we're advertising in the Des Moines Sunday Register."

If you care to hear about "sales" appeal, Iowa is a market that's got it . . . with a capital I!

Actually, as an urban market, Iowa tops giant cities like Philadelphia and Boston. As a *farm* market, Iowa is the country's choicest. Put the two together and you have 2½ million people busily earning 3½ billion dollars every year.

The easiest way to convert rich Iowan prospects into big-buying customers is by advertising in the Des Moines Sunday Register . . . because nearly everybody here reads it. To be exact, it's the Sunday reading event for 2 out of 3 of all Iowa families. Coverage in 83 of the 99 counties is a remarkable 50% to 100%. In 9 counties more, it ranges from 40% to 49%. In the few others, at least 21%. Milline rate, an attractive \$1.88.



**PACKAGES A STATEWIDE URBAN
MARKET RANKING AMONG
AMERICA'S TOP 20 CITIES**

ABC CIRCULATION September 30, 1952:
Daily, 369,807—Sunday, 533,204

THE DES MOINES REGISTER AND TRIBUNE

Gardner Cowles, President

Represented by:

Scolaro, Mesker & Scott—New York, Chicago, Detroit, Philadelphia
Doyle & Hawley—Los Angeles and San Francisco

What's Behind the Fantastic Upsurge In Sales at Franklin Life

When a company grows at a rate nearly five times faster than the industry of which it is a part, there is front-page news somewhere in its management. This is such a story. It's basically a tale of an old firm brought brilliantly to life when a totally sales-minded management took over.

BY A. R. HAHN • Managing Editor

The life insurance business has never seen anything like it.

In 1939 the 56-year old Franklin Life Insurance Co., Springfield, Ill., wrapped in a mantle of conservatism, dedicated to the purposes of thrift, and operating sedately in full harmony with the aged-in-the-wood traditions of its founders, was making no news.

It ranked about 60th among all U.S. life insurance companies in size. It had \$177,000,000 worth of insurance in force.

Then something happened. A new management took over. And with the invading strangers came, in 12 years, a sequence of sales achievements that sound, when put into figures, as though the statisticians had fumbled their decimals.

Since 1940, Franklin Life:

Took only 11 years to hit the billion-dollar mark in outstanding ordinary insurance. (Only 31 companies in the U.S.A. were that big as of December 31, 1951.)

Leaped to 28th place in the ranking of U.S. companies.

Increased its outstanding insurance to approximately \$1,345,000,000 as of December 31, 1952.

Grew at a rate nearly five times as fast as the industry as a whole. (Between 1939 and the end of 1951 all ordinary life insurance* in force gained 107%. In that same period Franklin gained 511%.)

Gained, in 1951 over 1950, 22.73%, while the industry gained slightly less than 7%. (Industry figures for 1952 not yet available.)

Gained, in 1952 over 1951, 19%.

*Ordinary insurance: Excludes Group and Industrial.

Constructed two new 12-story additions to home office plant.

Quintupled its assets to a present figure of approximately \$220,000,000.

Rewarded its stockholders with three stock dividends totaling 325% in addition to handsome annual cash dividends.

Behind this achievement in a highly competitive field is a story of dramatic growth engineered by sales-minded top management, and achieved through sound sales management and skillful salesmanship. The man in the center of it all is Charles E. Becker, Franklin's able president.

Becker's management methods are "eccentric," or "unusual," or "revolutionary," according to one's point of view. Most of them are traceable to one of two things: his own grass-roots experience in selling, or his sharp instinct for disputing the acceptability of aged-in-the-wood routines which persist because they are traditional. His critical eye, examining an established habit, often tells him it is illogical. In acute cases he has corrected matters by turning accepted procedure completely upside down.

Inevitably, the reaction from the industry has ranged all the way from open admiration and unspoken envy to bitter charges of competitive low punches. The bitterness has arisen because some competitors have been touched in a tender spot: They've lost some good salesmen to Franklin. To which, of course, Franklin offers what it considers some logical rebuttal.

The fresh point of view brought to Franklin Life by President Becker, and what he and his associates have done to stimulate such Jack-and-the-beanstalk growth in such a short time, can be condensed—without

much oversimplification—into four rather elementary statements of principle. Not one of them is new. But at least three of them do represent original thinking as applied to the life insurance business.

This is the gospel according to Becker:

1. Sales must be recognized as the blood stream of a business. The sales department, therefore, is the most important department in a business, and it should have the predominant voice in policy-making. All other departments, all other jobs, owe their existence, their continuity, and their future to adequate sales performance. And sales deserve more attention from the top executive than all other departments put together. (Becker grew up in sales, was the first among seven presidents of Franklin Life to have a sales background.)

2. The product should be designed to meet the needs and the wants of the prospect. It should not be "what the factory wants to make." (Becker and his associates sell insurance predominantly in "packages," as tangibles are sold. They talk not of "writing insurance," but of "making sales." They speak of insurance as "merchandise.")

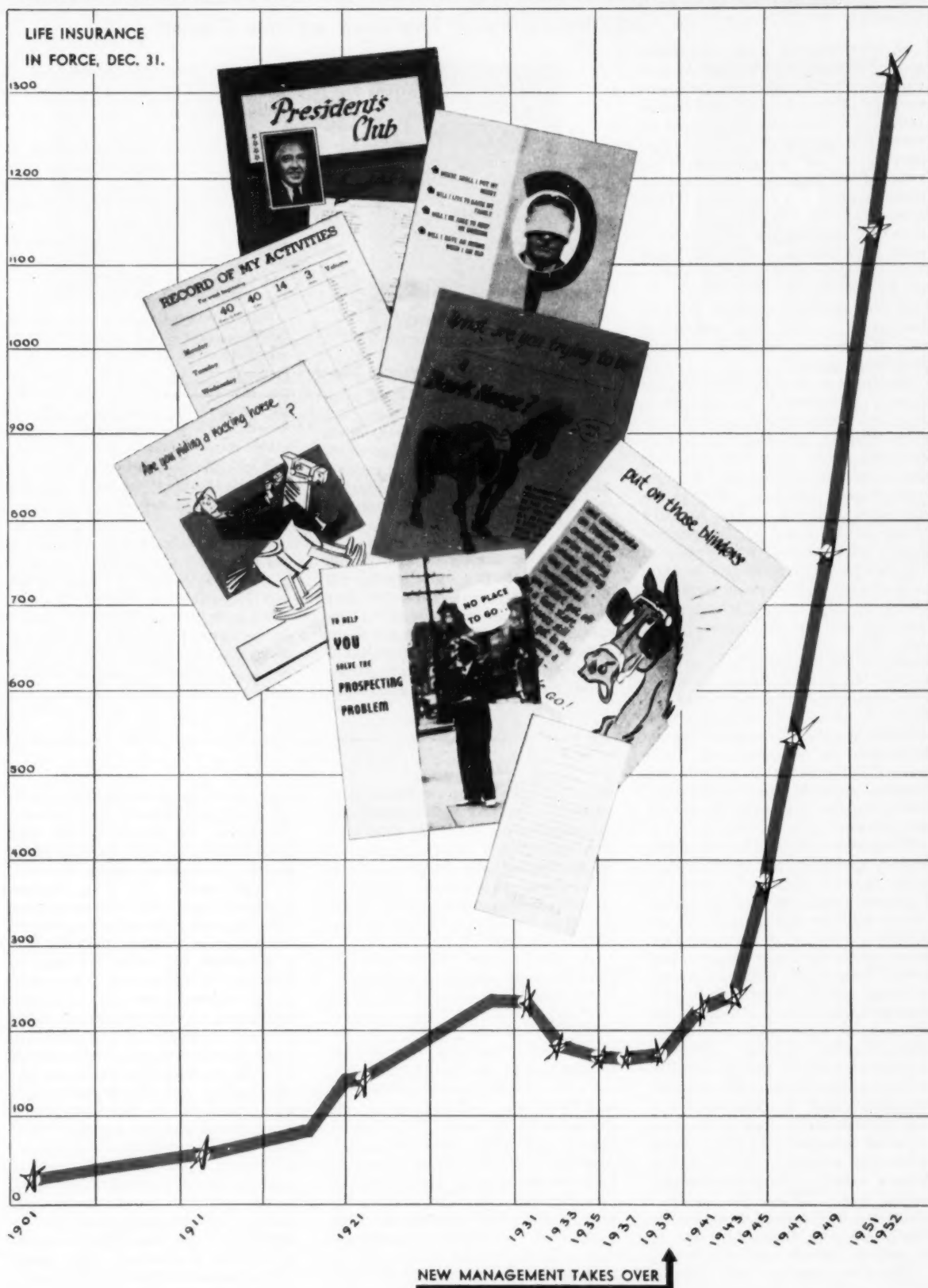
3. The man in the field who does the selling should be given the strongest possible motivation to succeed. There should be no ceiling on



UP...and UP...and UP

... goes Franklin Life's sales volume under the impetus of personal salesmanship, excellent sales aids, effective printed promotional materials, and pace-stimulating contests. On the facing page are glimpses of: folder on President's Club; folder listing 139 places to find prospects; work-organizer and report form for agents; typical promotional piece ("Where Shall I Put My Money?" etc.), pocket size card on effective closers; and three typical bulletins from a horse race sales contest.

WHAT HAPPENED WHEN NEW SALES BLOOD CAME TO FRANKLIN:



his possible earnings. (Average income of Franklin's top 100 men is \$25,000.)

4. Management must understand and discharge its obligation to provide stimulating and enthusiastic personal leadership for the field organization. The Franklin management reverses the common concept that salesmen work "for" the company. They take the point of view that management works for the salesmen. "Take care of the man in the field... see that he makes progress, and the company will take care of itself," said Vice-President J. V. Whaley (director of agencies) recently. "Don't say 'the company sold so much business last year'... the total volume is only the sum of the work of many individual agents."

In the sense that President Becker came into insurance as a salesman, that he is continuously occupied with sales thinking, and that he has purposefully made the sales function the cornerstone of his general management structure, he is an oddity in the insurance industry. That industry always has been, and is today, peopled largely with company presidents who are lawyers, accountants and bankers.

A student of business management might logically wonder whether this situation isn't overdue for a change. An editor of one of the business papers in the insurance field recently wrote, "In a field where there are ample safeguards thrown around the financial affairs of companies, the opportunity for achievement centers principally in the sales end. It is from this element that growth and financial strength come, as they have with Franklin Life under its present management."

Even today, Franklin's president devotes approximately three-quarters of his personal business time to sales department personnel and operation. "After all," he points out, "in insurance there are only three basic operations: actuarial, investment, and sales. The actuarial phase is a matter of figures and figure analysis. Investment policies can be laid down at the beginning of a year and they require little attention thereafter. But the amount of creative thought applied to sales, to the building of effective manpower, and to the variety of problems met by the man in the field, are what determine the pace of the company's growth." Vice-president Whaley expresses the same thought another way: "When the salesman is regarded as the most important individual in the company, there is no limit to possible sales expansion."

The first answer, then, to the question, "What makes Franklin

The Man on the Cover



CHARLES E. BECKER
President

"I will always be a salesman."

Charles E. (for Everett) Becker, president of the Franklin Life Insurance Co., is never in the position of having to ask anyone in the sales department to do something he can't do—and hasn't done—himself. He started his insurance career as a salesman at the age of 24. It wasn't long before he hit the million-a-year mark.

The reddest of many red-letter days in his life was March 3, 1921. On that day he made his first sales presentation—to a farmer—early in the morning. Thirty minutes later the farmer was a client, although he "was not interested in any more life insurance." On the same day Becker found time to meet his future wife,

different from other insurance companies?" lies in this predominant sales-mindedness of the company's chief executive. Supported by it, those responsible for sales department operation throw off a contagious enthusiasm for accomplishment that is reflected in the efforts and spirit of the men in the field.

A second answer to the question, "What makes Franklin different?" is wrapped up in what the Franklin men speak of as their "merchandise."

To find the source of the idea for the insurance "packages" that account for the bulk of the Franklin business, we must go back to a situation that existed at the rock-bottom of the depression in the early 30's. Charles Becker in 1930 had founded, in San Antonio, Tex., the Great American Life Insurance Co., later absorbed into Franklin Life. The young company, in bleak 1932, came to the point where it was "more business or else..."

Becker sat down with his associates and expressed the belief that it was

to complete 12 sales interviews, make 12 sales, and to lug back to the office cash premium deposits totaling \$3,000.

President Becker was born Friday the 13th . . . November 13, 1896, in West Bend, Ia. He graduated from high school in Wichita, went to Creighton University. In 1922 he married "the girl." He has four children: Charles Jr., now associated with his father at Springfield; Marylyn and Carylyn, twins; and Jacquelyn Ann.

Becker, personally, is cheerful, relaxed, "good company." A friend in the insurance field wrote of him, recently: "He is supremely normal . . . there is no indication that he is ever under pressure. He goes about large tasks quietly and with decision. His operations leave no ruins behind them. He has an immense vivacity and what he does is always at concert pitch. He sees life in the healthy way that mankind at large sees it."

He was photographed for the cover of this issue of SALES MANAGEMENT in front of the newest of the three Franklin buildings in Springfield. Behind him is an heroic bronze statue of Benjamin Franklin done by James Earle Fraser, the man who designed the Buffalo nickel and the Franklin statue at Franklin Institute in Philadelphia.

time for a change, both in the "merchandise" offered and in the "merchandising" of insurance. He cited two things he felt were basically wrong. He said something like this:

"Our product is wrong. We are trying to live the buyer's life for him. We are trying to sell the prospect something we think is 'good' for him—not what he wants. We need to find out what the buyer does want, and then to see if we can design a policy that will meet his specifications."

"And, secondly, our troubles in finding and keeping good salesmen are traceable to the fact that we are not offering our men big enough earnings possibilities to give them strong money motivation to succeed. We'll have to change that too."

Out of this strategy meeting emerged an idea which marked the turning point in the Texas business (Great American, depression or no depression, sold \$40,000,000 worth of policies in the next eight years, in competition with 114 other companies operating in Texas), and

The Franklin Sales Command



J. V. WHALEY
V-P & Director of Agencies

"If one of your salesmen fails, you have failed."

... "Never settle an argument on who is right, but what is right."

Born in Texas, educated at Hardin-Simmons University. Joined Southland Life at the age of 22, where he paid for \$482,000 worth of business his first year. Served four years there as assistant agency manager. Charles Becker tapped him for the same job when Great American Life was formed in San Antonio in 1932. Moved, with Becker, in 1940, to Franklin, as director of agencies. Elected to the board in 1944, made vice-president in 1946. He was the first president of the Springfield, Ill., Sales Executives Club.



FRANCIS J. O'BRIEN
V-P & Director of Sales Promotion

"Others made life insurance acceptable ... we've tried to make it popular."

"O'B" hails from Wheeling, W. Va. Earned a journalism degree at St. Vincent College, later attended graduate school at New York University, where he boned up on marketing and advertising. Sold real estate and insurance, directed sales promotion for Fidelity Investment Association. Joined Franklin in 1940, elected a v-p in 1947, won a place on the board in 1950. Mixes in a variety of community affairs, serves on boards of Springfield Library and Springfield C. of C. Promotional materials turned out by his department at Franklin have won a fistful of awards for excellence.



JAMES A. HANDS
V-P & Manager of Agencies

"It's the warmth ... the home folk's touch ... that gives the man in the field such a lift when he needs it."

Born in Grand Rapids, Mich., a graduate of Michigan State College. First selling job was with Frigidaire. Entered life insurance field in 1929 in Detroit. Held supervisory jobs with Michigan Life Insurance Co., General American Life, and Great Northwest Life. Joined Franklin in 1942 as regional manager in Indianapolis, moved to Springfield as manager of agencies in 1947. Two years later he was made vice-president and manager of agencies. Considers the company's "energetic" recruiting and training program his favorite hobby as well as his profession.

sharply altered the Franklin product concept after Becker became president.

Becker and his associates looked at the sources of sales resistance. If most people didn't want to talk to an insurance man, why not? They concluded that the average buyer found only limited appeal in the standard one-purpose policy. He wanted protection, but he wanted other things too. He was, for example, much more interested in saving for his retirement years than he was in death benefits. Not only did the prospect want something more than the sheer protection offered to him by so many other, and older, and bigger life insurance companies, but he wanted more flexibility in his plan for paying for what he bought. The hazards of life being what they are, most people feel uneasy about committing themselves to definite sums of cash outgo over a long future term.

Out of this candid exploration into the preferences and prejudices of the

man in the street came the design of a new multi-purpose insurance policy called "The President's Protective Investment Plan" ("PPIP" for short), which was packaged to embody the services and benefits the buyer appeared to want. It offered:

1. A plan whereby a man could save for himself.
2. A plan whereby he could save for his family.
3. Protection against the hazards of death.
4. Available funds for emergencies without borrowing.
5. Flexibility in plan for payment.

Without going into the technicalities in the fine print, the policy, in brief, was a savings plan under which the company provides protection in event of death essentially by use of the interest accumulation. It required a substantially higher premium than most of the standard one-purpose policies then on the market, but it

offered benefits the buyer wanted. It was an immediate success. Great American doubled its business the week after it was introduced. That same policy is today the most popular single policy sold by Franklin Life.

The "PPIP" policy and two others tailored to meet the needs of specific markets, account for 64% of Franklin's volume today. The second "package" is known as the "Junior Insured Savings Plan" (JISP). For juveniles up to age 14, it is a policy the face value of which triples at age 21. About one-third of the total number of policies sold within the last two years have been junior plans.

Third "package" is the "Guaranteed Life Annuity" which is built to meet the needs of prospects like actors and baseball players whose high-income-earning years are sharply limited.

Said one Franklin executive in discussing the "product design" program: "We just studied people ... Most policies on the market utilized

(continued on p. 132)

HAIL THE CHIEF... This distinguished gent is not one of Ike's cabinet. He's Laurence T. Knott, newly-elected to the presidency of the Newspaper Advertising Executives Association—a post which, in its orbit, carries almost as much weight and authority as a cabinet member's. Larry Knott, a transplanted New Englander, is also advertising director of the *Chicago Sun-Times*. An old newspaper man from 'way back, his first newspaper job was selling classified advertising for the *Boston Advertiser*. His next: display salesman for *The Boston Herald-Traveler*. When he was 22 Larry put down his roots in Chicago. He joined the want-ad staff of the *Chicago Tribune*, did so well the paper sent him to New York, kept him there 10 years. Back in Chicago by 1937, he took on the job of assistant classified advertising manager. By '43 he had shifted to his present affiliation, took over, in '50, as ad manager of the *Sun-Times*. He's a director of the Better Business Bureau of Chicago. A great poodle fancier, he was once president of the Great Lakes Poodle Club. Likes kids, too. His girl is at Smith, his boy at Dartmouth.



LOOK AWAY DOWN SOUTH... to Birmingham: For Birmingham is looking close-up at itself in an effort to entice new industry and business to its area. The by-now famous Birmingham's Committee of 100 was created for just that purpose, has done a bang-up job in selling the rest of the country on Birmingham. Now two nationally-known men, one the immediate past president of Rotary International, the other a recent member of the board of governors of the Federal Reserve System, are taking over direction of an expanded 1953 search for new corporations for Birmingham. Frank E. Spain (left), who toured Europe and the Western Hemisphere in '52, as Rotary International president, is the new president of the Birmingham Chamber of Commerce. Edward L. Norton (right), prominent in Alabama business and radio, is the former FRS member. He will be chairman of the Committee of 100. His volunteer committee is comprised of 100 leading business and industrial executives. It has attracted 56 new plants and industries to the area since its organization in 1950.

A NEW HIGH ... for circulation attained in its first two years, by any magazine, will be reached by *Better Living* with its April issue, say the publishers. The publication will have an estimated new circulation of 2,400,000. And with the recent election of *McCall's* editor-publisher Otis Lee Wiese (and v-p of McCall Corp.), as president of Mass Market Publications, Inc.—publishers of *Better Living*—it looks like the sky's the limit. For Wiese is a guy with admitted savvy. An economics major at the University of Wisconsin, he joined *McCall's* as assistant editor in '27 and the same year—at the age of 22—was named editor-in-chief: youngest in the history of major magazines. In 1949 he moved up to become publisher and his leadership has made the publication the nation's third largest magazine, with a current circulation of 4,400,000. *Better Living* was first introduced in May, 1951, is distributed in 48 states, the District of Columbia and Canada through chains of stores owned by Super Market Institute members, the organization which officially sponsors *Better Living*.

They're in The News

BY HARRY WOODWARD

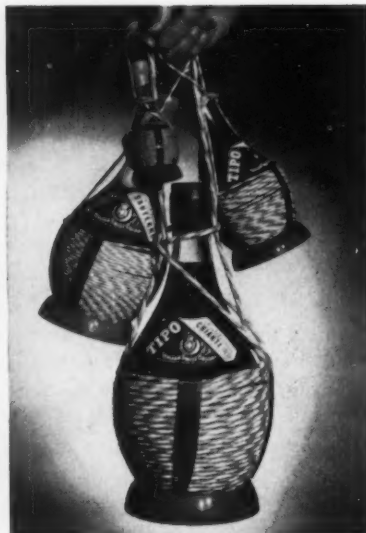


THE VETERAN ... Paul Dye, Admiral Corporation's newly-appointed general sales manager, is a veteran of more than 27 years in the selling field. After graduating from high school in his native Madison, Wis., Paul took extension courses at the University of Wisconsin and Alexander Hamilton Institute, then joined Burroughs Adding Machine Co. For 5 years he covered Wisconsin as an accounting machine specialist. For 16 years—from 1930—he was with Taylor Electric Co., Milwaukee distributor of radios and electric appliances. When he left Taylor he was treasurer and general manager. Dye went to Admiral in '46 as regional manager of a 6-state territory boasting 11 distributors. In '48 he became manager of distribution, supervising the work of all the company's regional men. In his new post he'll be sales manager of all Admiral's products—home freezers, room air conditioners, moisture conditioners, radio, TV, refrigerators and electric ranges. Spreading himself thin? He reminds you that the lean horse wins the race. When he isn't jogging up sales, he hunts and fishes, uses his photography as relaxation.





BIBBED & TUCKERED for party-givers and party-goers, Italian Swiss Colony's Tipo line was aimed specifically at the now-and-then wine buyer. Note display value of package.



LABELS REGISTER strongly, from half-gallon size down to the 2-ounce miniatures.

These Packages Found New Buyers In a Neglected Market

Object: to catch the occasional wine buyer who has entertainment on his mind and is looking for something festive. They did just that. They doubled sales over the previous year's volume on a similar wine in a similar price class.

The neglected fellow, the "occasional" buyer, kept turning up in market studies made by Italian Swiss Colony, National Distillers' wine subsidiary in California.

ISC executives decided to take a second look at him (or her, as the case might be). They decided he might be important.

Makers of fine wines customarily offer their appeal to the connoisseur. Those who produce "ordinary" types aim at the user who considers price. But apparently no one was giving much thought to those who think of wines as appropriate mainly for festive occasions: a large group in the U.S.

Said John Emmart, ISC advertising manager:

"Proportionately, the occasional buyer offers far greater sales possibilities than the connoisseur and virtually as much as the regular buyer of

popular price wines."

Why is this so? Because the company studies show that the "occasional" wine customer purchases wine primarily for festive affairs. These break down into two types of purchases: (1) gifts to others on and for festive occasions; (2) wine to be served by the purchaser on festive occasions. These festive occasions range from the important general ones such as Christmas, New Year's Day, Easter, public celebrations, to family anniversaries and private parties of all kinds. The common denominator on all these occasions is gaiety. The wine purchaser for such occasions is keyed to the expectation of gaiety and is eager to contribute to it. We shall see how the realization of this entered into ISC's planning to win over the occasional wine buyer.

The company had been developing a line of quality wines the price range

of which would be between the premium and the popular wine types. The first of this line was nearing maturity as the market analysis was being made. It would be an ideal line, ISC executives believed, for promotion to the occasional buyer. What would be the approach?

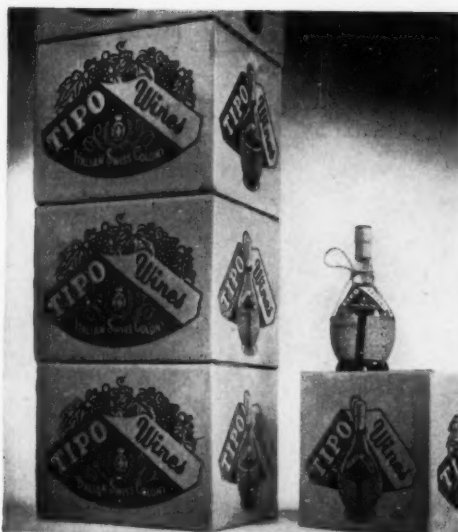
Further analysis disclosed these facts about the potential customer: The occasional buyer has developed little brand loyalty. He is particularly susceptible to the power of suggestion which may emanate from the retail dealer or from a package discovered while looking at various brands of wine on the shelf or in a display. He is keyed to a mood of festivity and is on the alert for something that embodies that mood.

Realizing all this, ISC executives decided that their primary appeal should be through an attractive package, one which would instantly suggest the gaiety and festivity associated with wine. But in designing a package for the new wine line they wanted to retain the advantages of past advertising, reputation and prestige of ISC wines.

The company knew that it already possessed a package of the type desired. This was the traditional rattan-



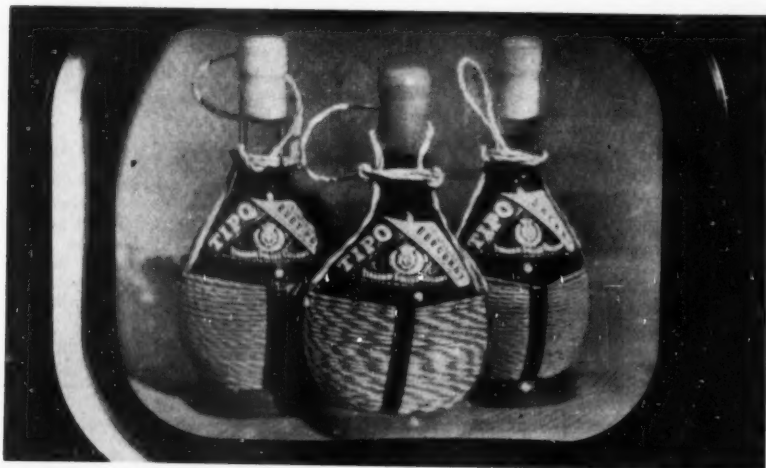
GAY GIFT CARD attached to raffia loop, makes any Tipo bottle a gift item. Card custom-designed.



SHIPPING CASES carry part of the sales burden. They are decorated with an adaptation of the label. They're functional, but they have style.



HERE'S A CLOSE-UP of the Tipo label. Outline of the label was planned to capitalize most effectively on restricted space unit. Different colors indicate different types of wine.



IT'S VIDEOGENIC, TOO: The meteoric rise of TV as an advertising medium makes new demands on package design. Tipo comes through on the screen with legibility and richness.

wrapped Chianti flask used for ISC Tipo Red and Tipo White dry table wines. To extend its use to an entire line of wines, sweet and dry, presented problems in re-styling. ISC turned the job over to Walter Landor & Associates who had developed, several years earlier, its premium quality Asti wine package. Tipo was chosen as the brand name for the new line. Here are some of the problems which had to be resolved:

1. Labels should immediately convey the fact that here is an entire line of sweet and dry wines—not just the dry red and dry white which retailers and consumers had associated with the name Tipo.

2. Since the primary appeal was to be to the occasional buyer, largely unfamiliar with wine brands, the label should emphasize the brand name Tipo.

3. For the same reason, and to derive full benefit from the prestige of the maker, the label should relate the name of Tipo with the still older and more familiar name of the vintners, Italian Swiss Colony. The consumer would be assured that an established firm's reputation stood behind the new label.

4. Finally—and very important because the majority of the potential customers for this line would think of a specific wine for a special occasion—the label should convey at a glance the kind of wine: sherry or cocktail sherry used before dinner, burgundy or one of the other three Tipo dry wines for dinner, and muscat or ruby port for dessert wines.

Available for the communication of all this essential information was only a small area on the shoulder of the rattan-wrapped flask. A few square inches on the fifth size was further reduced on the smaller or miniature sizes. The size range runs from the small two-ounce flask to the large half-gallon bottle.

Says Emmart: "We wanted legibility and recognition in all sizes—but that wasn't all. We also considered whether the images of the labels would reproduce effectively in black and white newspaper advertising and in television commercials. We were planning extensive advertising to back up this promotion."

The designer's answer to these multiple requirements, to quote Emmart again, "looks so right that you cannot think of the Tipo label as designed any other way." This rightness was assured by many shelf

Sell your product
1000
times a day

with Imprinted
LISTO
MARKING PENCIL

SELLING THE GROCERY TRADE?

Everyone in the grocery trade knows and uses Listo! Thousands of markets from super markets to small stores use Listo to price everything in their stock. Make their pricing time your selling time with Imprinted Listo Pencils.

Writes on Everything

SELLING THE HARDWARE FIELD?

Listo writes on everything! Glass, metal, wood, paper, cellophane—to name a few. Hardware dealers depend on Listo for marking all their merchandise. Give them the premium they'll use... Imprinted Listos!

Writes on Everything

SELLING THE DRUG MARKET?

Cosmetics, sundries and proprietaries are just a few of the many surfaces for Listo's clear, easy-to-read prices. For less than 25¢ your sales message will be read 1000 times a day... for months, with Imprinted Listos!

Writes on Everything

EXTRA HEAVY LEADS THAT WON'T BREAK OR FALL OUT

Only Listo has the patented "Grip-Type Sleeve" which prevents breakage, keeps leads from falling out.

IN 6 COLORS

BLACK GREEN BLUE
BROWN RED YELLOW

© 1952

LISTO PENCIL CORPORATION
Dept. SM 1925 Union Street
Alameda, California

Gentlemen:

Please send me full details on how we can put Listo Imprinted Marking Pencils to work for us.

NAME _____

COMPANY _____

ADDRESS _____

CITY _____

STATE _____



RE-USE APPEAL: Swiss Colony supplies "headers" showing how container can be converted into a lamp or a candle holder. Housewife exhibits lamp made from Tipo half-gallon bottle.

tests in retail outlets and reproduction tests of the effectiveness of the design.

A glance at the illustrations accompanying this article will show how neatly the label does its job. It is organized so that the shopper sees at a glance at the bold triangular label this message: "Tipo Sherry" (or other wine type) (by) "Italian Swiss Colony."

The addition of color styling to the package makes distinction between the various wine types more emphatic. This is accomplished by the use of different hues in the cellulose seals and plastic bases of the bottles. For example: Gold bands and maroon bases distinguish the sweet wines; red bands and bases, the dry reds; pale green bands and bases, the dry white wines.

Package identity does not stop with the bottle. Emmart points out: "Design forethought keeping other advertising and packaging needs in mind when conceiving the basic styling, has helped to make the new Tipo label virtually a trademark for the line."

For example, the label, in a larger and bolder treatment, appears on Tipo shipping cartons, together with carton-end illustrations of the flask against the label background, serving as an advertising medium and providing immediate identification for dealers and others who handle the shipping package. Colorful point-of-purchase advertising makes similar effective use of the label design. On the television screen, despite the small size, the label transmits legibly and attractively.

An aggressive newspaper, magazine, television and point-of-purchase advertising program launched the new Tipo line of sweet and dry wines for its first trial in October, 1951. During the last three months of that year the new Tipo line sold more than ten times as much volume as the old Tipo line of dry dinner wines had sold during the same period in the previous year. Toward the close of 1952 the indications were that the volume, when all returns were in, would be double that of 1951.

What pleases ISC executives is that most of these sales were to new wine buyers or to people who had never bought much wine before—which leads them to conclude that a good wine plus a good package, backed by judicious advertising and point-of-purchase push, can catch the attention of the occasional wine buyer and may ultimately make of him a permanent wine buyer.

These companies are credited for the following:

Complete design program: Walter Landor & Associates, San Francisco.

Secondary closures: Cel-O-Seal by Dupont through I. F. Schnier, San Francisco; Celon by the Celon Co. through Northern Glass Co., San Francisco.

Paper labels: Lehmann Printing & Lithographing Co., San Francisco.

Decal labels: Vitachrome, Inc., Los Angeles.

Corks and caps: I. F. Schnier Co., San Francisco.

Bottles: Owens-Illinois Glass Co., San Francisco.

Plastic bases: American Molding Co., San Francisco.

Raffia: Van Waters & Rogers, San Francisco.

SALES MANAGEMENT

THE SCHUYLER HOPPER Co.

MARKET RESEARCH • SALES PROMOTION • ADVERTISING

TWELVE EAST FORTY-FIRST STREET • NEW YORK 17, N. Y. • LEXINGTON 2-3135

How many Sales Managers are in trouble
because they won't listen to the Real Boss?



Your prospects and customers are the Real Boss you and everyone else in your company are working for. They will buy what you have to sell, IF, and only if they understand its value to them.

The Real Boss speaks softly but wields a big stick. If you listen to him and fit your sales approach to what he needs, you get his orders. If you don't listen to him, competition gets his orders.



The highest cost in all selling and advertising is the cost of guessing what a prospect needs to know before he'll buy. Part of that is guessing what he now knows about your product.

Reduce the guesswork and you cut the waste.

How much is your own company pouring into advertising in its various forms (publication, direct mail, booklets, catalogs, manuals, presentations) without first finding out what's important to your Real Boss - what to put into print that will be more certain to return your investment with profit?

Your most effective and least costly selling effort, be it personal or printed, is that which presents your product in terms of some need your prospect has; some problem he has to solve, some job he wants to do better, faster, easier, at lower cost.

The basis of such selling is knowing, for sure, who the prospect really is, what he does that makes him important to you, and what he thinks about products or services like yours.

Usually a few dollars spent for exploring the Real Boss's views - for depth interviewing of customers and prospects by men who know how to find out what they're doing and planning, and WHY - will cut a lot of guesswork out of your sales and advertising approach and methods.



That's the basis of "Ditch-Digging Advertising": knowing - before you say it - what to say, where to say it, and when.

Sincerely yours,

The Schuyler Hopper Co.



LOTS OF BALLOONS for the kids ON FEDWAY'S BIG OPENING DAY in Wichita Falls, Texas, when

Is Fedway in Your Sales Future?

First eight units of new department store chain across Southwest soon may sell \$35 million volume annually. For 42 soft and home lines departments in each store, 3,700 manufacturers supply national and Fedway brands.

BY LAWRENCE M. HUGHES

Our headline is a straight steal from the title of various booklets which Fedway division of Federated Department Stores, Inc., offers to suppliers, consumers and others: "Look to the Future with Fedway."

From them and a pile of other promotion and publicity one feels that here is Retail Revolution rampant. Here's the formula for department store merchants to build bigger and broader volume at less cost. Here's a new way thousands of manufacturers will get many millions of dollars of merchandise bought by millions of new consumers.

But whatever the future, the facts of Fedway are still confining. The first two stores—in Corpus Christi and Wichita Falls, Texas—are only four months old. This month two more—in Amarillo and Longview, Texas—are being born. In the fall of 1953 another pair will get going, in Albuquerque, N.M., and the Westwood section of Los Angeles. And in

the spring of 1954, Fedways will start serving the markets of Pomona and of another California city not yet announced.

Creation of eight department stores, within 28 months of first intimation that there is such an institution as Fedway, will have taken a lot of questing and planning and doing. Yesterday Fedways were but a gleam in the keen and kindly brown eye of Fred Lazarus Jr., Federated's president. Today they stand freshly-white against the blue sky in four of America's fastest-growing markets.

"Mr. Fred" hopes they are already altering buying habits, too.

Press releases have quoted him as saying that "there is no limit to the number of potential Fedways." But in Federated's New York offices the other day he told SM: "After these eight pilot plants are rolling, we'll pause and take a hard look at them. If they look good, we'll go right ahead building more Fedways. If they

don't, we'll pull out the bugs first."

Even for this seventh largest non-food retailer (after Sears, Ward, Penney, Woolworth, Allied and May) the bugs could be devastating. If the first eight Fedway units cost \$20 million plus to build and launch, the first 50 might well involve \$150 million. That figure is three times the company's accumulated earnings.

Federated now consists of nine big city department stores, 16 branch stores and the first four Fedways. Four stores operating branches are Abraham & Straus, Brooklyn; Bloomingdale's, New York; Boston Store, Milwaukee, and Filene's Boston. Two other older members of the family are F. & R. Lazarus, Columbus, and Shillito's, Cincinnati. Since World War II Federated went southwestward to acquire in turn Foley's, Houston; Halliburton's, Oklahoma City, and Sanger's, Dallas.

Federated's headquarters are in Cincinnati; its New York offices at 1440 Broadway, Manhattan. The latter address also houses the buying offices of Associated Merchandising Corp. Members of AMC are all big city Federated stores and their branches—as well as 16 other domestic and eight foreign department stores. Although a wholly-owned division of Federated, Fedway has separate headquarters at 1680 Broadway, where it does its own buying.

Federated's combined sales volume for the year just ended approached \$450 million. At end of last reported



THE WHOLE TOWN TURNED OUT to look and to buy.



FIRST SUIT SOLD in the new store went to J. V. Allison, (center) vice-president, The Times Publishing Co., Wichita Falls. With him (right) is "Mr. Fred" . . . Fred Lazarus, president, Federated Department Stores, the man who heads the whole huge operation.

fiscal year, on February 2, 1952, Federated had \$91 million working capital; net property and equipment, after depreciation and amortization, of \$56 million; \$49 million of accumulated earnings, and \$22.5 million long-term debt.

Directors of this farflung merchandising business are 13 merchants, two bankers and a lawyer. Twelve directors also are officers. Lincoln Filene of Filene's serves as board chairman and Walter N. Rothschild of Abraham & Straus, executive committee chairman. But day-to-day operations are managed by Fred Lazarus and his son Ralph, executive vice-president. Two more Lazaruses—Jeffrey L. of Shillito's and Robert F. of F. & R. Lazarus—also are directors, and v.p.'s. Other directors include three from Bloomingdale's, two each from A&S and Filene's, and one from Milwaukee's Boston Store.

During World War II Mr. Fred went down to visit a son in an Army camp near Houston. He saw something of the southwestward course of empire, and came home with large ideas.

Reporting to Federated's 9,000 stockholders for fiscal 1951, he told the "Fedway concept." He cited a strong population trend toward "the warmer parts of the United States," and the "astounding" growth of many smaller cities in the broad southern and western areas. Retail-store facilities of many of these cities had not kept pace with population.

Since January 1950 Federated had worked on plans to meet some of these needs and opportunities. Stockholders learned that each Fedway would:

"Be a dominant store"—largest both in total store area and in de-

partmental areas in most merchandise groups;

"Give full department store service and merchandise assortment"—comparable with other Federated stores, and

"Harness Federated operation techniques, experience and resources to serve the new customers."

Today the facts of Fedway, as a going concern, include:

1. The stores will serve—except Westwood—*middle-sized cities* of 30,000 to 135,000 population.

2. They will be in *downtown locations* with *parking facilities*. Two exceptions: Westwood, in L.A., is 'way out toward Santa Monica. In Albuquerque parking will be done on store roof. Other stores provide adjacent parking space of three to four times a floor's area.

3. They are *new stores* in quite *standard sizes*. Exception: Westwood, being created in a remodeled building taken over from Bullock's Los Angeles store which had recently completed another building. Amarillo store has three floors and basement; Corpus Christi, three floors; four others, two floors.

4. *Easy pickin's*: Wide aisles and escalators facilitate looking. Related departments are handy to each other. Much merchandise is displayed openly, by sizes, to aid *self-selection*.

5. *But not self-service*. Fedway's president, Morris Ginsburg has unholy horror at the thought that Fedways might be confused with super markets. He emphasizes their "\$5 blouse atmosphere" (although you may buy a blouse at Fedway for \$2.98) and their "fashion rightness."

6. *Wide choice to fill most buying needs*: In these markets, Fedway offers in 42 "departments" (a department being a sales unit as broad or narrow as the merchant chooses to make it) scores of types of soft goods and apparel from 2,200 sources and of home and hard lines from 1,500 more. The soft represent about 60%, the hard or home about 40% of the average Fedway's volume.

7. *Nationally-advertised and Fedway-brand* products are sold side by side throughout a store.

8. Reflecting the sunshine and wi-i-ide open spaces, the stores stress outdoor, informal and *casual living*.

9. There's also more *man-and-family-appeal*. Fedways are open two nights a week to catch the whole family together.

10. *Prices are middle-market*—to compete with Sears, Penney, etc., and local specialty and department stores. Mark-ups are "competitive." Although Texas is one of the three non-Fair Trade states, Fedway says it won't cut established prices.

11. *Customer services*: The stores promote workrooms for alterations and repairs; four credit plans; free delivery within 50 miles; painless refunds.

12. Coordinating and reenforcing all Fedways, from New York, are *centralized services*: Administration, research, accounting and credit; buying and merchandising; advertising,



UNDERESTIMATED? Early measures of customer-response in the new Fedway stores indicate that the casual living movement may be even bigger than the management's already-optimistic forecast for it. Stores have "do-it-yourself" departments.



"EASY PICKIN'S" is a Fedway principle. Much merchandise is displayed openly, by sizes, to aid in self-selection. Here's the hat department. Pick your style, pick your color, pick your size, fit yourself! Setup recognizes public's appetite for wide choice.

promotion, display and public relations; purchase of all equipment and supplies for all Fedway stores.

13. But at the same time each store has *local autonomy*—enabling a store manager to apply and adapt such services at his discretion, to make the most of the market's opportunities.

14. All this is intended to *reduce costs and raise profits*: Fedway hopes to "operate at an expense ratio comparable with that of the big staple-goods stores, and thus achieve a profit ratio to sales one-third higher than that of the average department store."

Early in 1950 Fred Lazarus hired Morris Ginsburg, who had been first vice-president of Montgomery Ward & Co., to run the new Fedway divi-

sion. With Karl Gerstenberg, of Federated's research staff, and others, they looked at income and population trends.

Between 1929 and 1948 U.S. income gained 107%. Among seven sections the Mid-Atlantic states expanded only 78%; New England 79%, and the Far West 83%. The Middle West was up 113%. Far ahead of the national rate were the Pacific Northwest, 165%; the Southeast, 178%, and the Southwest, 148%.

Eliminating the Northwest for the time being, Ginsburg and Gerstenberg went to work on the lower latitudes. They made personal on-the-ground studies of 126 mushrooming middle-sized cities from the Carolinas to California. Finally Federated de-

cided that—from the standpoints of income and population growth, future prospects, and need for department stores—the Southwest, and specifically Texas, was a good place to start.

(A story on how Fedway picks markets will appear in SM March 1).

All the first Fedways are being built in a period of materials and manpower shortages. The architect Meyer Katzman, and the engineers and builders, The Austin Co., developed standard components and fixtures that could be mass-produced economically in nearly all areas: long span precast concrete floor and roof panels tied to reinforced concrete building framework; 24x24-foot column spacing; sides windowless except for street level displays. "Drawbridge" canopies protect window-shoppers from sun, glare and rain, and air-conditioning makes actual shopping more pleasant.

Except for walls enclosing escalators, equipment rooms and toilets, the stores have no permanent partitions. Sales areas, perimeter stockrooms adjoining, and service departments—all can be shifted without structural changes.

Fixtures Are Movable

Wall units and other structural fixtures are designed to a 2x4-foot module established by aluminum T bars. The bars serve as a grid to which prefabricated floor-to-ceiling screens, departmental dividers, etc., can be attached at any two-foot intervals.

Free-standing fixtures such as racks and display tables are designed to a common module for ready interchange.

Two-thirds of internal space is devoted to selling, and one-third to warehousing and sales-supporting functions. In a "standard" two-floor store (total 90,000 square feet), the first floor is used for men's, women's and children's apparel, the second for home and hard lines. Departmental color schemes are intended to enhance the wares and stir buying urges: The men's in wood tones; the women's in pastels; the children's in colors gay and lively.

Months before first stores were completed, Fedway had built the organization to direct, coordinate, serve and then to man them. Unlike many individual department stores Fedway separates the buying function, at New York, from the selling function, at the stores.

Under Morris Ginsburg, Fedway Stores' functionaries include Joseph



If an advertising idea
deserves this...

...it's only because
it has survived a great
deal of this



There is a healthy skepticism at Y&R that keeps us turning "thumbs down" on any advertising idea until we're sure that it has been made as sound and strong and effective as it can possibly be.

YOUNG & RUBICAM, INC. ADVERTISING

New York Chicago Detroit San Francisco Hollywood Montreal Toronto Mexico City London

C. Kracht, vice-president in charge of central operations; J. Lawrence Sherck, v-p in charge of stores; J. T. Asch, treasurer and assistant to the president; Lee D. Jalkut and Abraham L. Rosenberg, vice-presidents respectively for home lines and soft lines; Richard W. Warnick, personnel director, and Lois W. Munn, sales promotion director.

With Jalkut are eight division heads and buyers of home lines; with Rosenberg, 18 working similarly on soft lines.

The Basic Research Job

Rosenberg and Jalkut joined Fedway in January 1952. By May their buying staffs were set. But before entering the market all buyers went to Corpus Christi and Wichita Falls. They saw the merchandise being sold in stores there; called on consumers in their homes, and noted living habits, style and color preferences, brands and prices. They also found what people wanted, but went to other cities to get. And they checked their discoveries of Texans with the natives of Foley's in Houston and Sanger's in Dallas.

Back in New York, they started to sell "resources" on Fedway: Its concept; types of merchandise to be carried, for all the family, for the home, and for "leisure"; policies on brands: "Fedway will carry nationally-advertised brands, private brands (some AMC), its own brands, and non-brand merchandise, all tied-in closely to consumer preferences."

On a map in a booklet for "resources," Fedway starred its first group of markets. In contrast with a national gain of 15% in population between 1940 and 1950, the Fedway cities had "an average increase of 80%."

As "complete department stores—not specialty, variety, chain or appliance stores," each Fedway would sell "all the basic merchandise, from low to high price ranges, in apparel, home and hard lines." . . . Internal memos put products in three groups—*must be's*, *should be's* and *could be's*. A conventional white shirt is a *must be*. But since one never knows what will happen in Texas, a cerise shirt still may get in as a *could be*.

Twice a year lines for the stores are determined by New York with local managers. Store managers may ask for more of this and less of that. They push items of greater community demand. But still Fedway must buy and stock and sell on a long-range system basis.

Ginsburg calls Fedways "balanced" stores: Among other things, they try to serve both sexes and the whole family. He thinks too many department stores do a fine job . . . with women. One Fedway finding is that southwestern men spend proportionately more for clothes and shoes than do men elsewhere.

Also: "Our cities are centers of thriving industries and defense developments that are attracting people—largely younger people, from other parts of the USA. They have good jobs in modern plants. They are recently-married, buying homes, raising families. They're going Western in a big way.

"Casual living" in Fedways makes its mark on sports and outdoor products and sportswear, on garden and hobby equipment. Each store has a "do-it-yourself department," which offers power and hand tools, supplies and paints (and color-mixing service); instruction books on building and remodeling. The furniture department also offers the unpainted variety.

But casual living doesn't keep Texans in Levis and 10-gallon hats. Fedway has found they still hanker after style.

Fedway's Brand Policy

And across the 1,500-mile breadth of the Southwest, geography, altitude and climate create varied ways of living. Corpus Christi, on the lower Gulf Coast, is semi-tropical. Nearly 600 miles northwest of it is Amarillo, in the Texas Panhandle. Albuquerque rises up in the Rockies. On-the-scenes knowledge helps to bring centralized buying down to local cases. . .

Fedway's basic policy on brands, Morris Ginsburg explains, is to "start in every merchandise area with one Fedway brand and support it with one major nationally-advertised line.

"Where national brands are necessary, we carry them. But our own brands help us to develop lower price areas." Competing with major chains, which concentrate largely on their own brands, Fedway feels it must offer "the same relative values and quality."

"On the other hand, as department stores, we try to give our customers wider choice."

Where Fedway thinks its own brands have opportunity, it offers them. In fact, in such departments as men's and boys' shoes and in air-conditioning (a big factor in warm climates), it carries only Fedway brands. But in others, such as china-

ware and cosmetics, SM was told, "national brands have acquired such strength and acceptance that we'd be very foolish to try to compete with them."

Although there are few strong national furniture brands, the stores carry 10 of them—and no Fedway furniture brands.

Yet of 12 mattresses sold, 10 are Fedways and only one each Englander and Simmons. These offerings start with an Englander foamrubber mattress at \$129. Then there's a \$99 Fedway, a \$69 Simmons, and nine more Fedways down to \$29.

By dollar volume the Fedway-brand proportion, against one or several national brands, may range from 90% in floor coverings to 30% in curtains, drapes and bedspreads.

What They Carry

Generally, Fedway brands are sold at prices 20% below those of comparable national brands. But this also varies rather widely. In major appliances the difference is around 25%; in ironing boards, 10%. The two year-around lines of men's suits (the stores also carry Palm Beach for warmer weather) are Botany "500" at around \$65 and Fedway's suit at \$45.

In certain groups the stores have found already that their customers want to pay more for recognized brands. A Fedway dress shirt at \$2.98 has been supplemented by an Arrow at \$3.98.

Still Fedways carry proportionately more private label merchandise than does the average department store. *Fedway* is altered for different products into *Fedthis* and *Fedthat*. It also appears on three grades: Special, De Luxe and Supreme.

My current count is that, of some 1,500 "home" lines carried by the average Fedway store, 95 are nationally-advertised brands. Of about 2,200 in soft goods, 203 are "national."

Among groups with only one national brand are: Children's playshoes, U.S. Rubber's Keds; children's hosiery, Trimfit; men's hosiery, Interwoven; refrigerators and freezers, Hotpoint; ranges, Tappan; radio and TV sets, General Electric; pillows, Dayton Koolfoam; playing cards, Congress; binoculars, Bausch & Lomb; sports gloves, Champion; fishing rods and reels, Rain-Beau; flash bulbs, Sylvania; scarves, Glenster; men's rainwear, Koroseal; men's work clothes, Levi Jeans. Of all lamps, pictures and mirrors, the single national name is Nurro mirrors.

Again in 1952

The POST-GAZETTE

Made Advertising History



1. ANOTHER ALL-TIME ADVERTISING HIGH—1952 was the second consecutive year in which the Post-Gazette was the only Pittsburgh daily newspaper to set an all-time high in total advertising . . . the greatest linage total in the Post-Gazette's 167-year history.

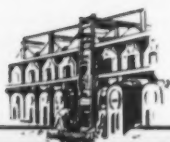
2. ONLY PITTSBURGH DAILY TO GAIN—The Post-Gazette was the only Pittsburgh daily to gain in total advertising in 1952 . . . an increase of 200,513 lines compared to a loss of 1,227,878 lines for the daily Sun-Telegraph and a 417,270 line loss for the daily Press.

Yes, Something Is Happening in Pittsburgh

→ **Pittsburgh Post-Gazette**

REPRESENTED NATIONALLY BY MOLONEY, REGAN & SCHMITT, INC.

Linage Figures from Media Records



"COLLECT RUN"... *Newspaper printing that allows two sections to be printed and folded on a single press unit, doubling the page capacity of a press unit.*



You're Right!

**You're Also Right when
You Use The CHRONICLE
To Sell Houston**

**Again in 1952, the dominant paper
in Advertising ... News ... Circulation**

**12,178,462 More Lines of ADVERTISING than the Post
25,923,017 More Lines of ADVERTISING than the Press**

And Even More Important ...

**2,319,917 More Lines of NEWS than the Post
10,178,319 More Lines of NEWS than the Press**

And By Far Houston's Largest Circulation

Source: Media Records, Year 1952.

40
consecutive years
of leadership in
both circulation
and advertising

**For additional facts about the No. 1
paper in the South's No. 1 market, contact
your nearest Branham Company office.**

The Houston Chronicle

**JESSE H. JONES, Publisher
JOHN T. JONES Jr., President**

**R. W. MCCARTHY, Advertising Director
M. J. GIBBONS, National Advertising Mgr.**

On the other hand Fedway carries 24 national brands each of women's sportswear, and of sporting goods, luggage and cameras. In housewares, small appliances, and do-it-yourself products are 23 brands each; infants' wear and other infants' products, and cosmetics, 18 each; "sub-teen" clothes (for girls 7 to 14 years), 17; linens and domestics, 16; toys and trains, 15; jewelry, bags and belts, women's suits and coats, 12 each; women's shoes, 11; men's furnishings, piece goods, dresses, furniture, and china, glass and silverware, 10 each; corsets and bras, 8; scarves, handkerchiefs and women's gloves, and men's clothes and work clothes, 7 each, and notions, 6.

Eleven departments carry from five to no national brands.

Capitalizing Big Names

But the stores are glad to promote *known names*. A full-page pre-Christmas advertisement in newspapers of both Wichita Falls and Corpus Christi urged: "Be the world's best Santa ... give **QUALITY GIFTS** with the world's **BEST LABELS**." Reproduced were 127 national brands, from Amelia Earhart, Arrow, Argus and Arvin to Universal, Van Raalte, Warner's, Wamsutta and Winchester.

But the ad then told of "Fedway's own family of more-quality-for-your-money merchandise: Fed Star women's shoes, Fedway deb shoes, Gud Postur children's shoes, Fed-Weight men's clothing, Fedston men's wear, Fedway Saber outboard motor ..."

The types of products or "lines" which Fedway's 26 buyers are listed as buying total, by one count, 64. But when such things as fashion accessories, dresses and intimate apparel each are broken down a half-dozen different ways ("accessories," for instance, includes handbags, jewelry, handkerchiefs, gloves, neckwear, scarves, umbrellas, belts) the whole lot of them exceeds 100.

The 42 selling departments of the stores are flexible enough to embrace other opportunities. "Constantly," Rosenberg and Jalkut emphasize, "we're looking for new sources, and new products." At the moment Jalkut is considering the addition of new Bendix combined washers and dryers.

Among other things, manufacturers are reminded that Texas is a tough state for salesmen to cover. Fedway can help them to get a foothold of distribution there, and through the Southwest.

Because of transportation costs, Fedway seeks more sources closer to

SALES MANAGEMENT

its stores: new opportunity for western and southern manufacturers. . .

Promotion of a new Fedway store begins long before opening day. Working with Lois Munn, sales promotion director, are Martin Jones, Thomas A. O'Toole and Neil Ferguson—respectively director of advertising, art and display.

Two months before an opening a booklet, "Look to the Future with Fedway," is mailed to nearly all families in that trading area. It is tailor-made to the extent of mentioning the city by name and showing the size of its store. A map locates each department. The families learn of parking facilities; delivery; guarantee of satisfaction, and the availability of four different credit plans.

With the Corpus Christi-Wichita Falls mailing teams of solicitors of A. J. Wood Co. sought credit accounts. Ten days before each opening, account plates were mailed to applicants. On that day a full page newspaper advertisement in both cities announced the mailing—and promoted more charge accounts.

By opening day 40,000 families in the two areas had them. In the stores' first three months half of all credit accounts were active. In fact, about half the business of both stores is now done on credit. . .

Advertising Is Flexible

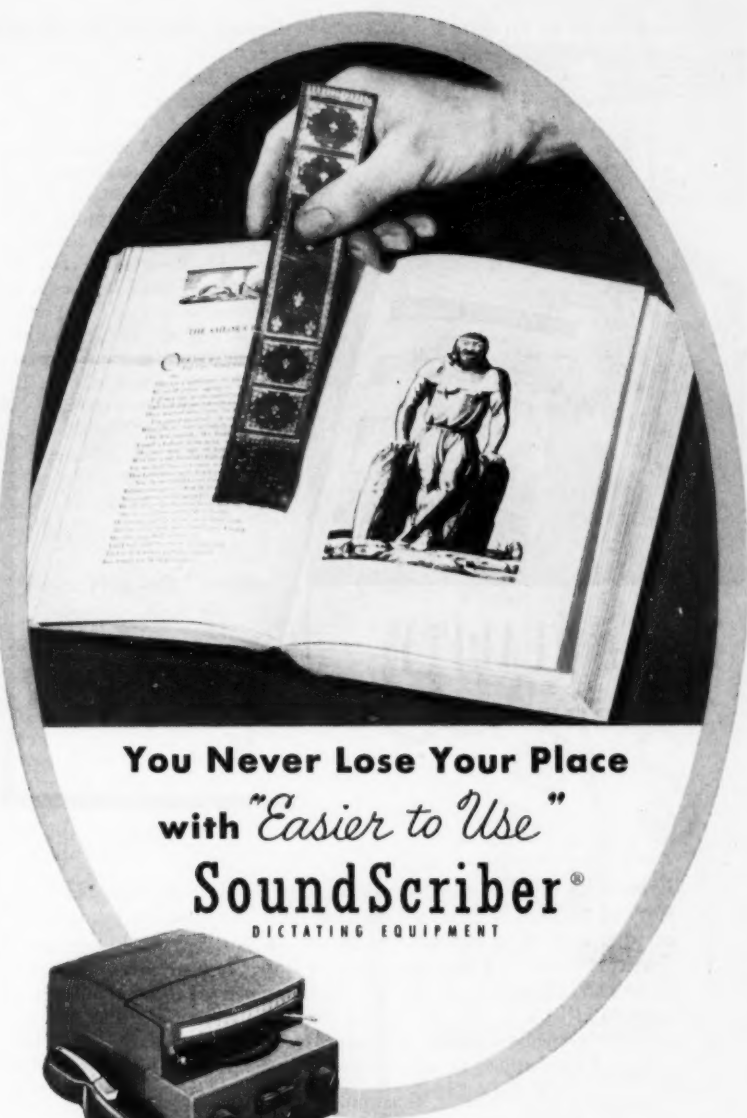
Fedway uses some spot radio, Miss Munn says, and is "experimenting" with outdoor posters. But the basis of its advertising is "consistent, large-space in local newspapers." A substantial part of this is in cooperative advertising with manufacturers.

Advertising budgets, promotions and themes are developed by New York. Thus Fedway can offer each store the "advantages of a big store advertising department," while sharing costs among all of them. Characteristic layouts create a "Fedway" personality.

Except for help wanted, pre-opening ads must be largely institutional. But as soon as a store starts operating, emphasis is switched predominantly to specific products and services. "We at Fedway believe," Miss Munn points out, "that what we *do* is more 'institutional' than what we *say*." . . .

Morris Ginsburg shows that "we start in a market as if we'd been there for years. We try to assume a position of dominance."

In all markets thus far entered Fedway has some department store com-



You Never Lose Your Place with "Easier to Use" SoundScriber® DICTATING EQUIPMENT



Finding your place after scanning is as simple as using a bookmark with SoundScriber's exclusive independent listening and recording — helps reduce operating motions by 50%, too.

Listen as far back as you wish with your playback arm. You can't lose your place because your recording arm stays put . . . you resume dictating wherever you left off. Or for short review, you hear your last few words right from your 'mike', without touching the machine. For your secretary, on-the-disc "Television Indexing" does away with pesky paper strips forever.

Learn what this versatile, all-purpose dictating system can do for you. Mail coupon today!

Only SoundScriber Offers You:

1. Automatic On-the-Disc Indexing.
2. Two Arm Flexibility.
3. Mail-Chute Size Discs.
4. Lightest All-Purpose Machine.

33⅓
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only dictation disc
useable on long playing
phonographs.

SEND TODAY



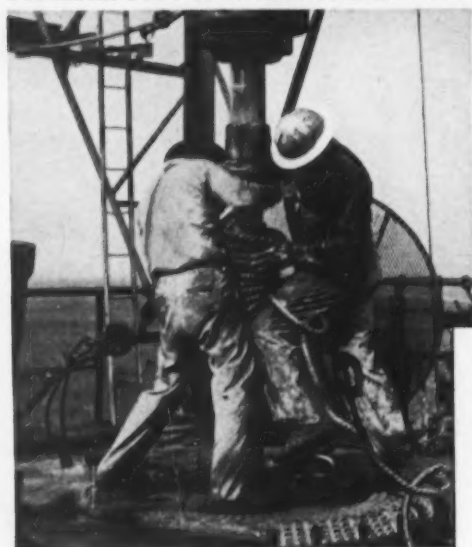
SoundScriber Corp., Dept. SM-2
New Haven 4, Conn.

Send sample disc and literature.

Name.....

Address.....

Prominent Users of Strathmore Letterhead Papers: No. 103 of a Series



"Roughnecks" they call them in the oil business vernacular, these men who work on the rig floors to keep the liquid power flowing to our modern world...here they are at work on one of the Phillips' wells.

PHILLIPS PETROLEUM COMPANY
BARTLESVILLE, OKLAHOMA

Let **QUALITY**
strengthen *your* reputation

Even in an industry that has always been a pioneering one, the story of Phillips Petroleum Company is an inspiring revelation of what men of vision can do. Started in Bartlesville, Indian Territory in 1903, it has grown to be a leader in many branches of industry. Today, with the help of its extensive research program, Phillips is an outstanding producer and marketer not only of the products of its oil fields...from crude oil to jet fuels...but of such others as natural gas and synthetic rubber.

Companies like Phillips, that understand that half-way measures are not enough, search into every phase of their business to bring forth its great potentialities. It is for this reason that they select a Strathmore letterhead paper to exemplify their quality and reputation in all their correspondence.

Give new strength to *your* letterhead with Strathmore quality. Let your supplier prove your present letterhead design on one of the Strathmore Letterhead Papers. Then compare the difference of the quality representation. The difference will be a revelation to you...and you, too, will put Strathmore to work to say "Quality" for you.

Strathmore Letterhead Papers: Strathmore Parchment, Strathmore Script, Thistlemark Bond, Alexandra Brilliant, Bay Path Bond, Strathmore Writing, Strathmore Bond. Envelopes to match converted by the Old Colony Envelope Company, Westfield, Mass.

STRATHMORE MAKERS
OF FINE
PAPERS

Strathmore Paper Company, West Springfield, Massachusetts

petition. It also competes with specialized chains and independents. Rivals of course don't always welcome the intruder. There's been an epidemic of *Fedwayitis*. But one effect of this has been to put many rivals on their toes.

"We think that in these fast-growing areas," Ginsburg says, "there's opportunity for all who are willing to fight—and serve—for it."

Some rivals are even reported to have regarded the new store as a "strong new magnet" for local trade. Considering the fact that the nearest large city to Amarillo, for example, is Oklahoma City—264 miles away—Amarillans might appreciate whatever long-distance magnetic powers Fedway can develop.

Fedway's A Good Neighbor

Communities have leveled little criticism at Fedway as an "outside outfit." Fedway strives to develop each store as a community asset. In wages and otherwise it puts more dollars into a community than it takes out. (In recent years Federated's net profit, after taxes, averaged only about 4%, or \$16 million on system sales of about \$400 million.) . . .

Nearly all of the 300 permanent employees in Corpus Christi and 200 in Wichita Falls are local people. Some have had no department store experience. Many worked with other local stores. A few, usually specialists, are brought in from other cities. All except top local managers are hired and trained locally, under supervision of Richard Warnick, Fedway personnel director, and Muriel Deutsch, training director.

Only key store executives—store manager, operating superintendent, and merchandise, credit and personnel managers—are picked and trained directly by New York. Managers in future stores are now working in Fedways. They are also brought to New York for a three-to-four week indoctrination course. "We try to give them Fedway's concept, and their own potentialities in the organization," Warnick explains. They are also trained to train their "associates" in the store. (Fedway doesn't call them "employees.")

In addition to "single-department" people, every Fedway has trained a flying squad to work in all of them. And to get to know customers better, home furnishings sales people, especially of major appliances, work largely outside, calling at homes.

In several departments—among them furniture, floor coverings, shoes and men's clothing—salaries are sup-

plemented by commissions. Fedway also promises promotions-from-within. It will start soon a formal training program to provide the leadership for tomorrow's stores . . .

Two volume stimulants are self-selection and companion selling. Another is family selling.

Men's hats and shirts and women's hosiery and panties are on open display, by sizes. In housewares customers follow a room-by-room route: For the dining room, china, glass and table linen departments are together. Draperies are next to furniture and rugs. Air-conditioners adjoin major appliances.

Hour for hour the first two stores have done most of their business at night. Corpus Christi is open Monday and Friday, Wichita Falls Monday and Saturday—both to 9 p.m. On "night" days the stores open at 10:30 a.m.

Announcing the Wichita Falls "nights," Store Manager Jack Price noted that in many families both husband and wife work. In some busy defense plants the husband may work six days a week. And even when the wife stays home she usually has to act as her own baby-sitter. But with the night openings a family can drive downtown, through less traffic, to shop together—especially for major purchases. On these the older children have a loud voice in family decisions. The younger kids enjoy the ride, the store, and the Fedway-provided strollers . . .

Raising the Sights

Young customers, in vigorous markets, symbolize Fedway.

In the three years since the first group of stores was planned, Fred Lazarus points out, their markets have grown so fast that "we've expanded the size of our projected operations in them by 50%!"

As to actual results in Corpus Christi and Wichita Falls he would reveal no figures: "Sales still aren't as good as they *might* be. But considering our green organization and new plant, I'd say business has been about as good as we expected."

He was then to make his first trip to Texas since these stores were opened. His son Ralph and brother Robert recently came back glowing—and they were "astonished" at the stores' progress.

Federated's leaders have "found nothing wrong with our original concept and basic methods." . . . However, they have learned some things, and are making some changes.

Three of the first four stores were built with warehouse adjoining. But Fedway found that Southwest merchants get their shipments mainly by rail. Warehouses for forthcoming Fedways in that area will be on railroad sidings.

Mr. Fred thinks "maybe we overestimated the amount of parking space needed." . . . The two-a-week night openings have worked so well that another night or two may be added . . . Despite all the discoveries about "casual living," Fedway still "underestimated its importance."

Also, "sales fluctuations by departments have been more erratic than we expected. These and other problems were intensified by the fact that for the first two stores we had no try-out period. We jumped immediately into the Christmas season."

Costs Haven't "Settled"

Department-by-department, Mr. Fred expects about the same dollar-sales ratio of nationally-advertised to Fedway brands as in other Federated stores. He would not indicate how much of Fedway's sales dollars are produced by these two groups.

A lot of things Federated has learned are being applied to Fedway. The parallel with Federated's branch stores is rather close. Texas may be a long jump from Long Island, but the year-old Abraham & Straus branch in Hempstead might almost pass for Fedway in Longview.

As yet costs can't be fairly computed. Many first costs will be tapered down with growth and experience. One of them is that Fedway's headquarters organization, hired to serve eight and even more stores, thus far has worked primarily on two. The first year's carfare bill was rather staggering. But there's less running back and forth from New York on the Amarillo and Longview openings this month than there was on Wichita Falls and Corpus Christi.

And yet, Mr. Fred says, "we can't even begin to tell costs until sometime next year."

If the operations and response, and the costs, look good, where would Fedway go from there?

Fred Lazarus wasn't sure. Fedway *might* create still more department stores in the Texas-New Mexico-California belt. (Arizona won't be included, for the present.) Or it *might* move into other areas.

The Southeast? The Northwest? Fedway's name has been registered in all 48 states.

Wherever it goes, Fedway expects to keep on growing.

SELL MORE IN THE SOUTH'S No. 1 State!

*A Lucky Strike
in the
Camel City* *



* Winston-Salem
is the home of
R. J. Reynolds
Tobacco Co.



**1/4th* of all
General
Merchandise
Sold in North Carolina
IS SOLD IN
WINSTON-SALEM'S**

WSJS
**15-COUNTY
MARKET**

*\$93,000,000—S. M.

1952 Survey of Buying Power

Recent official Hooper Ratings show WSJS, the Journal-Sentinel Station, **FIRST** in the morning—**FIRST** in the afternoon—**FIRST** in the evening! For the finest in AM-FM coverage, it's WSJS in Winston-Salem.

Represented by: HEADLEY-REED CO.

People and their Ideas



MELTON

B. H. ("Buck") Melton has been appointed electric range and water heater sales manager, Norge Division, Borg-Warner Corp. . . . Three promotions have been announced by *Woman's Day*: Mortimer Berkowitz, Jr., eastern advertising manager, Walton Gardner and Joe Grant, co-managers, western advertising . . . Dana Tasker has joined Cowles Magazines, Inc., as editorial director of *Look* and *Quick* . . . Edgar Richards has been named v-p in charge of West Coast operations, *Esquire* . . . New gsm, Sinclair Refining Co., is Marc F. Braeckel . . . George P. MacNichol, Jr., has been elected executive v-p, Libbey-Owens-Ford Glass Co. . . . New v-p for sales, Grocery Store Products Co., is F. L. Lamarche . . . Charles A. Colbert is new sm, Carton Division, American Coating Mills.



COLE

C. C. Cole is the new national sm, Encyclopaedia Britannica. He's been national trainer in sales.

Management Talks to Labor

Pitney-Bowes' president, Walter H. Wheeler, Jr., recently addressed the 15th annual convention of the Connecticut State CIO Council. To them he said: "In management today we have a new generation—a new crop of men and ideas coming into influence. There is no one subject which is receiving more of management's attention today than that of good industrial relations in all its aspects. We are really beginning to recognize that our principal assets are our employees. In this respect management's concepts have been revolutionized in one generation. Management still has much to learn about the individual treatment of employees, in advising and consulting with them about business, particularly about changes that affect them; in providing more job interest and reward for unusual effort, in stabilizing employment, in adopting profit sharing and in many other matters."

TV for Small Markets?

H. C. Bonfig, v-p, Zenith Radio Corp., feels there is a solution to the problem of providing TV for small markets. The solution: subscription television. Recently he told the Advertising Club of Boston about it: "The only way that most small markets can enjoy local TV service of any kind is through the establishment of subscription television so that these stations can devote part of their broadcast day to presenting pay-as-you-see programs. In the flood of letters Zenith has received from small-town broadcasters outlining the situation, one expressed it well: 'In the small market TV situation there must be some well-heeled godfather to foot the bill. But since none exists in broadcasting, it falls to John Q. Public to pay for pleasing TV fare.'" On the basis of present indications, added Bonfig, upwards of 20-million Americans will have virtually no TV service unless some plan such as subscription TV is brought forward.

"Among the sales-stimulating programs," he added, "have been the best championship fights of the past year or two and the Metropolitan Opera, which vanished from home TV two years ago because its cost of telecasting outran the sponsor's budget."



HALE

Ralph D. Hale has been appointed Typewriter Division sm, Underwood Corp. . . . A. Donald Kelso has joined Norton Co. as v-p for foreign operations . . . New sm, M and M Wood Working Co., is Robert N. Kelly . . . Named international sm, B. F. Goodrich Chemical Co., is M. W. Osborne, Jr. . . . Elevated to gsm, American Electrical Heater Co., is Robert G. Ellis . . . Orville A. ("Doc") Petty has been named field sm, Schick Inc. . . . The former president of Nu-Enamel Corp. has joined Lowebo, Inc., as executive v-p: He's Fred L. Staging . . . N. J. McMullen is the new sm for the Metal Division, the American Arts Works, Inc. . . . J. S. Leach has become The Texas Company's new president. He began as a salesman.



WILSON

O. B. Wilson has been named industrial sales manager, Industrial Division, Minneapolis-Honeywell Regulator Co. . . . Robert S. Solinsky is National Can Corporation's new president . . . Walter Lefebvre has been named director of new television market development by the Radio & Television Division, Sylvania Electric Products Inc. . . . New gsm, South Wind Division, Stewart-Warner Corp., is William V. Ryan.

SALES MANAGEMENT



WALLET INSERTS:

Material: Kodapak IV Sheet, clear.
Suggested gauge: .005".



PROTECTIVE FOLDERS.

Material: Kodapak IV Sheet, clear.
Suggested gauges: .003" to .0075".



BADGE HOLDERS.

Material: Kodapak IV Sheet, clear.
Suggested gauges: .005" to .010".

IT'S EASY TO DO A BETTER JOB with Kodapak IV Sheet

And here are two important reasons why more and more manufacturers are switching to tough, transparent Kodapak Sheet...

First: Trained Kodapak technical representatives help these manufacturers specify the correct sheet gauge for the job at hand from available thicknesses of .001" through .015". Kodapak IV, cellulose triacetate, is outstanding for toughness, age life, and uniformity.

Second: It's economical. In fabrication operations, you can count on more salable product per pound from this brilliantly clear, dependable, and stable sheet. In fabrication methods, too, your Kodapak technical representative can assist you in setting up methods and operations that will profitably produce your product with minimum wastage of manpower, machine hours, and material.

Write today for complete Kodapak Sheet information and laboratory recommendations on your fabrication problems. This information is free for the asking.

N.B.: Kodak does not make any of the items illustrated; supplies the material only—Kodapak Sheet.



FACE SHIELD.

Material: Kodapak IV Sheet, clear.
Suggested gauge: .015".

Cellulose Products Division
EASTMAN KODAK COMPANY
Rochester 4, N. Y.

Sales Offices:
New York, Chicago, Dallas

Sales Representatives:
Cleveland, Philadelphia,
Providence

Distributors:
San Francisco, Los Angeles,
Portland, Seattle
(Wilson & Geo. Meyer & Co.),
Toronto, Montreal
(Paper Sales, Ltd.)

FOR THE DISPLAY YOU WANT... THE PROTECTION YOU NEED...

Kodapak Sheet

"Kodapak" is a trade-mark.

Kodak

The law . . .

The government must support butter-fat at not more than 90% (67.75c per lb. for Grade A butter), but at not less than 75% (56.46c).

Between Nov. 30 and Jan. 28, the government has purchased 49 million pounds for \$32 million (90% of parity).

In February, the government gave 20 million pounds to the school lunch program.

The government can sell surplus butter to other government departments—the military services, for example—only if this action does not impede the farmer's sales direct to those agencies.

the politics

The Secretary of Agriculture can't stop buying butter, but he can lower the support from the Democrat's 90% to the law's minimum of 75%.

But on Sept. 6 at Kasson, Minn., Candidate Eisenhower told farmers they are entitled to 100%, and they should be guaranteed 90% until the present law expires in 1954.

Political worry: this market break comes in the winter when butter normally is scarce. What will happen in the spring?

Can Aggressive Promotion Save the Butter Industry?

Surplus butter is piling up in government storage . . . per capita consumption of margarine is due to pass butter this year . . . and the dairy people are losing friends in the legislatures who used to save the day with favorable laws.

BY JEROME SHOENFELD • Washington Editor

Before the war, people, on the average, used 16.7 pounds of butter each year and 2.9 of margarine. This year, sales of butter are expected to be a little less, and of margarine a little more than eight pounds per capita.

It's happened to more than one industry: it was solidly rooted but customers walked away. Street car companies battle suburban autos by raising fares and leasing available midtown parking space, and their gross still drops. Ice-men lingered, refrigerators notwithstanding, by sheer promotion. For the time being, buttermen find it more profitable to sell surpluses to the government than to look for customers.

A butter-man is likely to be too discouraged by the loss of business to try to make a sale. He tallies off the strikes against his product. Peo-

ple count calories; competing margarine costs one-fourth to three-eighths as much; the public, still angry, misunderstands the lost crusade for taxes to shield it from substitutes.

Fatalistically, he agrees, as a sick man to an operation, that in time he may have to promote butter, advertise it. "It may come to that," he laments. Meanwhile, he tries to persuade the Food and Drug Administration to set ice-cream standards that are secure against imitation ingredients.

Some do look. There's Land O' Lakes, offered by Land O' Lakes Creameries, Inc., Minneapolis, whose sales went up 8% in the past decade in face of a drop of almost 50% for the industry. If people treasured fats instead of vitamins and if butter sales were going up, not down, Land O' Lakes might have become Big

Business. There are other brand names, such as Swift's "Brookfield," Armour's "Cloverbloom," Beatrice Creameries' "Meadow Gold," which housewives actually know. The industry doesn't show a completely solid front of anonymity. And recently, the trade associations have been dabbling in advertising. Last fall, American Butter Institute produced a 22-minute film for chain store managers on how to merchandise butter. It's been popular.

Land O'Lakes is the brand which people tell you they used to insist on when they insisted on butter. It's sometimes the only one they remember having remembered in the dim past when, in any proper home, use of margarine was denied or admitted only argumentatively, never casually. There was good reason. In 1926, when the grocer scooped nameless stuff from a wooden tub and weighed it, a Land O'Lakes' spread in *Good Housekeeping* asked: "Do You Know Why You Have Been Eating Butter Made of Sour Cream Instead of Sweet Cream?" For years, it featured that sweet cream.

In the recent Christmas numbers of housewives' magazines, Land O' Lakes pictured Christmas cookies, which will be replaced soon by dishes and recipes appropriate to spring, then summer and fall. There are monthly spreads in the newspapers of selected cities. A Land O'Lakes salesman impresses the grocer that margarine notwithstanding, women still will ask for his product. A folder argues that butter is more profitable than any substitute, calmly treating as sales points what the rest of the industry considers the reasons for resistance.

An 80c price against 25c for margarine? An average profit of 11.6% compared with 13.5% for the other? Yes, the salesman agrees but on 80c your total profit is greater. An average store, he has it figured out, makes \$815 on butter, \$520 on margarine. And how do you figure profits? Think of the expense of carrying a half dozen brands of this other stuff, at most three of butter. Costing so little, \$100 of a substitute takes too much shelf space. If butter doesn't keep as long, it shows a faster turnover, 65 turns, in fact, to 17 for margarine. The upper classes want what's good and you should bring them into your store; it's they who buy long margin items.

From this argument, it's to be judged that there's no dispute between competitors as to the facts of the case. A Land O'Lakes salesman says that grocers, to a point, accept his interpretation.

**for
sound
selling**

insist on

RCA VICTOR



the leader in

**custom { recording
processing
pressing**

From script-writing to pressing, RCA Victor's top-notch facilities, half century of experience and established reputation insure "clean" sound and fast, dependable service—at competitive prices. To fill your recording requirements best, contact your nearest RCA Victor Custom Record Sales office today.



**Custom Record
Sales**



Radio Corporation of America • RCA Victor Division

TMKS. ®

Phone or write Dept. S-20

NEW YORK 20
630 Fifth Avenue
JUdson 2-5011

CHICAGO 11
445 N. Lake Shore Drive
WHitehall 4-3215

HOLLYWOOD 38
1016 N. Sycamore Avenue
Hillside 5171

FEBRUARY 15, 1953

Sales Promotion Records

RCA Victor's 6½" Spinner and 10" Promoter are mailable plastic discs which give direct mail promotion the all-important selling quality of personal persuasion. They're compact, inexpensive, and offer a distinctively different, dramatic sales approach.



Sales Training Records

The new RCA Victor "45" system for sales training is the quickest, most economical way to put across your own sales training program. Easy-to-mail, non-breakable, light weight (1 oz.), the new Sales Trainer record has over 7 minutes of "training time" per side.



Transcriptions—10", 12"

Backed by over fifty years of research, RCA Victor recording techniques have set the highest standards for the industry. Advertising agency producers and radio station engineers throughout the country rely on the unmatched quality of RCA Victor transcriptions.



Slidefilm Recordings—10", 12"

RCA Victor, pioneer in automatic frame-progression recording, provides the most modern sound re-producing equipment and facilities. Pure vinyl records — both standard and microgroove — are available . . . packaged in special slidefilm shipping cartons.





In Los Angeles
(America's 3rd Retail Market)

ADVERTISERS
KNOW THE
HERALD-EXPRESS
means SALES-SUCCESS!

If **YOU** want **SALES**,
you'll **GET** them from...



REPRESENTED NATIONALLY BY MOLONEY, REGAN & SCHMITT, INC.

Land O'Lakes is among the most aggressive of those selling butter and there's much that even it leaves out. From the grocery counter, housewives pick up a few booklets of recipes, each calling for so many pats of this or that brand. You seldom see point-of-purchase displays. No TV program coaches children in how to badger their mothers into buying the brand with a space-hat coupon. There's no instruction in how to distinguish in taste, between butter and margarine.

As you talk to a butter-man, you detect the attitude of a deposed aristocrat, who takes for granted his right to his ancient status, who values the fine old things and deplores new-fangled substitutes. To wrap his aristocratic sense in attractive packages, and by advertising to invite the public to share it doesn't occur to him spontaneously.

The butter business is different from every other branch of the dairy business. Every cheese has its special tang or special mildness; if it's a soft cheese, it may come in silver, yellow, green, gold glasses, which one-by-one add up to a set. Ice-cream is promoted; so is milk. These still sell.

Overcome 50c Spread?

A butter-man says darkly that even if you do all that you can't overcome a price spread of more than 50c and, probably, you can't. But price isn't quite everything. In the Library of Congress are the cook books of a generation ago; the recipes then said "lard" as they now say "shortening." A young woman first keeping house has barely heard of lard. Prices aren't far apart, but it's shortening that's promoted.

People are angry at butter makers for having taxed margarine. Yet, they weren't alone in using political connections to close out competitors: try to buy French cheese or Argentine beef. Nor can it be said that it's only butter-men who were so luckless as to have picked on a domestic industry, instead of a foreign industry, which can't muster votes or command publicity. Local health laws protect local milk suppliers; building regulations favor selected materials and components. These industries promote, whereas butter-men rested full faith in politicians and in habits they mistook for laws of nature.

What points up the failure of promotion is the variation in sales as you travel. In the deep south, there are people, and by no means only the rural poor, who've never tasted but-

SALES MANAGEMENT

ter. Not only at roadside stands but in white-tablecloth restaurants margarine is served as a matter of course and butter only sometimes and if you ask for it. The waiter may tell you he has some but that it's reprocessed and not very good; you discover he was right. The proprietor doesn't know that law requires triangular, not square, margarine pats; no patron would be horrified by the sight of a triangle. In 1948, according to a survey by Agriculture Department, only 38% of the families in Birmingham, Ala., used butter as compared with 81.8% in Buffalo, 70% in San Francisco and 89.3% in Twin Cities. Yet, characteristically, an aggressive marketer like Land O'Lakes counts the Atlanta A & P and Kroger's among outlets.

Butter-men are timid about invading the south. It's hard enough trying to sell butter in the north. In contrast, a margarine advertisement boasts of sales to the Wisconsin dairy farmers.

For several decades, there's been a growing bias against anything supposed to make or keep you fat. A generation ago, dinner was meat and potatoes—probably German fried—with bread and butter on the side; nowadays, it's likely to exclude either the potatoes or the bread and butter. The doctors keep advising people over 40 to throw off 10, 15 or 20 pounds, and the proportion of older people is going up. At the other end, baby doctors no longer insist that infants gain.

Only Butter Drops

The flight from the calory notwithstanding, some fatty foods and especially margarine have boomed. Vegetable fat is simply cheaper and margarine makers, by continual experiment, eliminated, one-by-one, the perceptible differences between their own product and butter, and then, by clever promotion, thoroughly ridicule attention to any remaining distinction. Their sales go up even if people do diet. Only butter takes the rap.

In one respect, curiously, the butter industry is made for nationwide promotion. In any large city, dairy companies buy milk from surrounding farmers. Butter, on the other hand, comes from Wisconsin or some other place, probably far away. You'd expect a hard drive by competing brands, all nationally advertised, and continued fracas involving basing points, freight bills, discriminatory discounts.

COLORFUL H & D "SELMOR" DISPLAYS...

GIVE SHOPPERS

"Buying Ideas"



Put extra sales power in your product at point-of-purchase with H & D "Selmor" Merchandise Displays. Promote impulse sales, tie-in premium offers, forcefully remind the consumer he needs *your* product with these full-color corrugated salesmen. Unusual display ideas stop shoppers in their tracks... urge them to *buy now!* Call in an H & D Display Specialist—he will be happy to show you how economical "Selmor" Displays can put PUNCH in your next merchandising promotion.



H&D
SPOT
NEWS

H & D "Tell and Sell" Package

This patented Duplex shipping-display box builds dealer goodwill because it does a big selling job in a small counter space. Attractively-printed brand identification and sales message combine to boost impulse sales.

HINDE & DAUCH

Authority on Packaging



FREE
Vending Display
Booklet



THE HINDE & DAUCH PAPER COMPANY

5320-B Decatur Street, Sandusky, Ohio

- ☐ Send me a free copy of the 36-page booklet, "How To Select Vending Displays That Increase Sales."
- ☐ Have an H & D Display Specialist contact me for an appointment.

Name

Company

Address

City State



PRODUCE USABLE IDEAS—and this is what happens: Jordan Marsh, Boston, used 16 windows for Stroock's "Flying Colors" promotion. In background here: Audubon prints in frames covered with Stroock fleece in colors to match the birds.



I. MAGNIN, San Francisco, uses Stroock's French fashion plate in which figure is dressed in Stroock fabric. "Fashion-Plate Colors" promotion, 1952.

Twelve Rules for Planning A High-Spot Retail Promotion

S. Stroock & Co. has developed a knack for finding bright themes, with strong merchandising potentialities, which many a prestige outlet finds adaptable to its own purposes. Here's a quick summary of principles behind the plans.

BY JOSEPHINE V. KEIM
Sales Promotion Director
S. Stroock & Co., Inc.

Twice a year for the past three years S. Stroock & Co., Inc., manufacturer of specialty fiber fabrics, has developed a packaged promotional plan for stores carrying Stroock fabrics by the yard, or garments made of Stroock materials.

Out of our experience with these promotions, we have tried to distill, for our own future guidance, a set of principles which can be used as guide posts in planning future promotions. Perhaps some of our conclusions might be helpful to other manufacturers who from time to time seek the cooperation of prestige outlets in advertising, displaying, and

spotlighting their products in some special merchandising event. Here they are:

1. Choose a theme with potential news value: Stores like this. It increases chances of receiving editorial support. We chose such a theme in the timely "Flying Colors" promotion of autumn, 1951, tying in with the John James Audubon Centennial. We did it again in the fall of 1952, with the "Leap Year Colors" promotion.

2. Choose a dramatic theme with broad applications, suitable for all

types of stores, large and small. Stroock's last three color promotions have all been in this category. The "Flying Colors" promotion, for example, offered stores the opportunity to tie in with the local Audubon Society chapter, or the Museum of Natural History or a zoo, any of which might help out with loan exhibits of Audubon bird paintings, stuffed or live birds, etc. We made available, on loan, sets of fleece-covered shadow-box frames with Audubon and other bird prints. Retailers could supplement these with sets of Audubon Centennial Stamps, available from the Society at 48 for \$1. Birds are relatively easy to draw, and can be used, if only in outline form, to enliven advertising copy and to ornament background display panels.

3. Pick a theme with good color "vocabulary" potentialities: This has been inherent in Stroock's last three promotions. The "Flying Colors" promotion inspired such stimulating and imaginative color names as Flicker Red, Heron Blue, Golden Pheasant, Thrush Brown, Mallard Green. Among the spring, 1952, "Fashion-Plate Colors" were such pretty feminine names as Cameo

IN THIS TEMPLE
AS IN THE HEARTS OF THE PEOPLE
FOR WHOM HE SAVED THE UNION
THE MEMORY OF ABRAHAM LINCOLN
IS ENSHRINED FOREVER



Everybody knows where the Lincoln Memorial can be found...*but*

how many people know where to find your products or services?

Trade Mark Service puts that buying information where it can quickly be found... in the 'yellow pages' of the telephone directory.

Your trade-mark or brand name appears in the 'yellow pages' over the names, addresses and telephone numbers of your authorized

dealers, in 36 million directories across the nation, or in selected local markets.

Then readers of your national advertising can be directed to your authorized dealers. This helps prevent brand substitution... develops maximum sales results in all your markets.

Why not call your Trade Mark Service representative today?



See Standard Rate and Data for more information—or call your local telephone business office.

FEBRUARY 15, 1953



Pink, Parasol Pink, Garter Blue, Godey Mauve, Locket Gold, Merry Widow. The "Leap Year Colors" promotion, just concluded, was based on rather romantic and sexy-sounding names, such as Trés Gay, Wild Mink, Envy (green), Mystery Blue, Huntress, Reckless Red, Gold Digger, and Femme Fatale.

4. Choose a theme with illustrative potentialities: As mentioned above, the birds of "Flying Colors" could be incorporated into copy and display, even by stores with limited art staffs. The "Fashion-Plate Colors" promotion lent itself to use of such easily drawn and clearly understood symbols as Gibson hats, parasols, high-button shoes and other reminders of long-ago fashions. Suggested for the "Leap Year" promotion were honey jars and butterfly nets (for "catching one's beau") and always the silhouette of "the guy" in the background.

5. Give them ideas: Most department stores are well staffed with creative and imaginative display and merchandising people, but their ideas are drained away from them at great rate. They welcome usable suggestions, and can do much with even a slight hint. We do not overwhelm the stores' merchandise managers, but present in compact kit form these materials: brochure outlining whole promotion; page of sketches of window displays; return postal card for ordering mats of material furnished by Stroock; lists of dyed-to-match accessories and tie-in color cards.

6. Give them a choice: Stroock's plan is flexible. A store might build an entire promotion on one color; or tie in with the broad idea of "Flying Colors" or "Leap Year Colors" depending on individual merchandising ideas. Newspaper layouts are 6-column, 4-column and 2-column, but a store might pick up only a headline, or a decorative doodad—a bird design or a parasol. Display suggestions also offer a wide range of ideas, from the ambitious recommendation that birds be borrowed from a zoo, or (stuffed specimens) from a museum; and old-fashioned costumes be borrowed from customers or museums—down to the attainment of a museum effect through the simple use of a Victorian chair and roping off, with a velvet cord, a grouping of merchandise in Stroock color co-ordinated fabrics and matching accessories.

7. Give them something distinctive, far removed from the "canned display" category. In the case of all the promotions mentioned here, we provided framed pictures to be used as display backgrounds. Measuring only 14" x 18", they are fairly easy to ship and to handle. Each has been distinctive—something stores welcome. Tying in with Stroock's products, the frames have been covered with fleece, in the colors being promoted, and matched to the subjects in the frames. The subjects have suited the promotional themes: Audubon prints for the "Flying Colors" promotion, for example. For the "Fashion-Plate Colors" campaign, there were real 19th Century fashion-plates from

French fashion magazines, with the costumes shown in them overlaid with actual Stroock fabrics. A talented artist was engaged to "dress" the figures depicted, and the resultant three-dimensional shadow-box pictures were enthusiastically received by the stores. Some customers insisted on buying them for home decoration when the promotions were over.

By getting other manufacturers to participate, a high degree of co-ordination is achieved. Stores like the related item aspect of the plan. Since participating manufacturers have a stake in the success of the promotion, they do their share to publicize it via special color cards, promotional letters, advertising, and editorial publicity. Here are some pointers observed by us in planning this phase of the program:

8. Select participants in such a way that stores will have a wide choice of resources. As a specific example, we invited Halper Brothers, millinery supplier, to come in on the plan. Halper Brothers dyed fur felts, velours and straws in a wide range of colors to match and complement Stroock fabrics, for the various promotions. These millinery materials were made available to both high and medium-high price bracket millinery designers and manufacturers. (Halper Brothers sells to such high-price designers as Mr. John, Irene of New York and Chanda, as well as to medium-high priced millinery firms such as Alfreda.) The same thing was true of dyed-to-match blouse fabrics (I. A. Wyner Jersey and Blooms-

ACCESSORY SHADES CO-ORDINATED WITH STROOCK "LEAP YEAR COLORS" FOR FALL '62						
STROOCK COLORS	HERMANN LOEWENSTEIN (Leathers)	I. A. WYNER (Sag-Mo-Mor Wool Jersey)	BLOOMSBURG MILLS ("Sundew" Tissue Faille or Nylon)	HALPER BROS. (Fur Felts & Velours)	DANWELLE (Gloves)	GLENTEX (Pure Silk Scarves)
TRES GAY 4422	blend with T-209	match 3941	match 30443	match	match	
BRANDYWINE 6921	match T-745A	match 3680	match 30450	match		match
WILD MINK 6845	blend with T-240	match 3943	match 30449	match		
ENVY 6814	blend with T-98	match 3936	match 30447	match	match	
MOOD INDIGO 3850	match T-190 or 194 Suede	match 3571	match 2036	match		
PARMA VIOLET 6807	match T-14	match 3937		match		
SORCERY 6872			match 30444	match	match	

FULL INFORMATION, WELL ORGANIZED, helps retailers to follow through on color coordination of clothes and accessories. See how quickly, from pages like these, Stroock tells: 1. What other

manufacturers are cooperating; 2. With what merchandise; 3. How to identify shades for mixing and matching. Note color names; imaginative name-treatment is a bright detail in Stroock's promotions.



it's here!

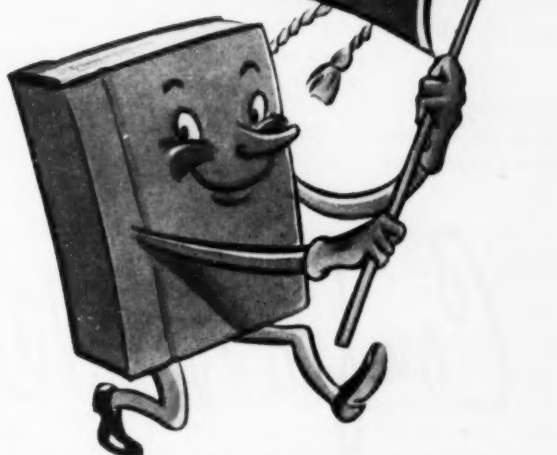
... we invite you to see it in the full-color slidefilm

"BINDERS THAT BUILD BUSINESS"

Make a note right now to see this complete new line of business-boosting binders. For you simply *must* see them in full color to appreciate how they can "Build Business" for you.

Never before so many exclusive binder "firsts." Covers of Impregnated Buckram. An exclusive "Rem-Bossed Process" that reproduces your firm name, trademark or special design, with new fidelity. An exclusive locking device that combines high compression with flat reference . . . makes it easy for your customer to order *from you*.

You've already made the *big* investment—in the pages of your catalogs, price-lists, presentations.



It takes only a *small* investment to house these expensive sheets in the binder that will do the best selling job for you. See the new binders themselves, or in this 20-minute slidefilm, and you'll never be content with anything else. Phone your local Business Equipment Center, or mail the coupon today for full information.



Four catalogs housed in recently designed Remington Rand binders. You can judge their sturdy simplicity perhaps from this photograph—but we repeat, you need full color to judge their beauty.

Remington Rand

Room 1664 315 Fourth Avenue, New York 10, N.Y.


- ☐ Send me full information about the new Remington Rand binders (LL 397).
- ☐ I would like to arrange for a showing of your film, "Binders that Build Business."

Name

Firm

Address

City Zone State



The things some buyers say to us...

"Nation's Business has too many
small businessmen."

"You reach too many distribution
people."

"Too many owners and partners."

Too many of this. Too many of that.

Any wonder we're going off
our noggin?

How many is *too many* anyhow?

Confidentially we're nuttier
than a fruit cake



Too many owners and partners, huh? Well—70% of all manufacturing firms are run by *owners and partners!*

Wanna try another?

Too many little businessmen? Only 3,100 firms out of about 4,000,000 have over 1,000 employees!

Too many non-manufacturing subscribers? 9 out of every 10 business firms are *not* even in manufacturing.

Too many small-towners? Across the country one out of every four manufacturing plants is in a farm county. In many states from half to three-quarters of all manufacturing is done in *rural* counties—and the trend is headed that way. Watch where the big new plants are going up.

But don't forget while you're at it, that NB is second only to Time among all news and management books in the number of executives reached in the big metropolitan markets. And second to none in the cost per thousand.

So far as we can see, matching NB's paid circulation against the pattern of U. S. business, we look pretty darn good whether you measure manufacturing, service, transportation, construction, distribution or what.

Too many? Glory be, even with 800,000 circulation, handsomely more than any business neighbor, *we don't think even we have enough!*

Business is a big market. World's biggest. Hundreds of billions of dollars big. Hundreds of thousands of firms big. Several million men big. Big all over. And 12 pages a year to NB's 800,000 audience will put *9,600,000 mass sales impressions* right square in the middle of this market.

And that's not enough either. But it's still a whale of a lot more than you can buy anywhere else, outside maybe the Post or the Sunday newspapers.

mass coverage of business management



Nation's Business

A GENERAL MAGAZINE FOR BUSINESSMEN • WASHINGTON 6, D. C.



HOW-TO-DO-IT BROADSIDES are included in every Stroock promotion kit. Here's a sample of copy and illustration from one of them. A variety of window arrangements is offered, usually in sketch form, with accompanying copy telling how to build each one.

burg Mills tissue faille) and leathers (Hermann Loewenstein). This meant that almost any store could find co-ordinated accessories among its regular resources for the promotion. The situation is different with respect to gloves, Dawnelle having been chosen as the resource, because that manufacturer has wide distribution. This is also true of scarves, Glentex, the participant, having agreed to bring out a representative range of plain silk chiffon and print scarves.

Several accessory manufacturers designed special color cards featuring the dyed-to-match Stroock colors. Peggy Sage who brought out two lipstick and nail-polish shades tying in with the "Flying Colors" promotion made up special counter cards swatched with Stroock fabrics to show what costume colors should be worn with the new make-up shades.

It is significant that the number of accessory manufacturers eager to work with Stroock has grown each season since the first of the promotion series in the Fall, 1950. Most of the same firms are participating in the forthcoming color promotion, Stroock "Coronation Colors," scheduled for spring, 1953.

9. Provide the plan in compact, easy-to-read form: Stroock furnishes a kit, the contents of which are described above in the "What to Give the Stores" section. Information on resources is also included, both in a master chart showing colors available from all sources, and in individual color and resource charts from various manufacturers. Glancing at the first page of the master charts for the "Leap Year Colors" promotion, a merchandise manager can see that to

match Stroock's "Très Gay" there is Loewenstein leather in shade T-209; I. A. Wyner's "Sag-No-Mor" wool jersey in shade 3941; Bloomsburg Mills' "Sundew" faille or nylon (for blouses) in No. 30443, and exact matches in Halper Brothers' fur felts and velours, and in Dawnelle gloves. In another section of the tabulation there are lists of all the colors dyed by the millinery supplier and the millinery houses from which they can be ordered; and of the leather colors and the shoe, handbag and belt resources from which they can be ordered, etc.

10. Plan ahead: Stroock decides on a specific promotion six months in advance, works out details in time enough to have brochures and other printed matter when store merchandise managers and fashion co-ordinators come to New York to preview the Stroock collection of new colors and fabrics. In the case of a fall promotion, they come in as early as the preceding April. Then, they go back to their stores, meet with the buyers and begin working on tie-in promotional plans.

The actual store promotion of fall merchandise may be launched as early as the end of July or early August, depending on locale. Some promotions carry on through November. The Stroock framed displays are always confined to one store in a city, which usually means that the store has the promotion exclusively. It is impossible though, to prevent other stores from capitalizing on the Stroock color promotion since it is widely publicized.

11. Promote the promotion: Stroock starts at the higher level, with

the New York buying offices of department store groups, with both local and out-of-town fashion co-ordinators, and finally works with merchandise managers and buyers when they visit New York. Stores also learn about the plan from the kit, by mail; and from manufacturers who make clothing of Stroock fabrics. Each of these manufacturers receives 100 brochures to distribute among his retail outlets. Our own salesmen are kept advised regarding the promotions, but not much is expected of them in the way of "selling" them; though, of course, they assume the responsibility of seeing to it that the manufacturers get delivery of Stroock fabrics, and that any store staging a piece goods promotion has adequate supplies of our yard goods.

12. Route display material carefully: As stated earlier, the material we furnish to stores has taken the form of framed pictures in shadow-box style. The number of pictures we make up varies with the number of participating stores. For the "Flying Colors" promotion, we made up 250 framed displays; for the "Fashion Plate," 200. The average number of displays used by a store is 10, but in the case of major promotions by big stores, 25 to 40 may be used. Jordan Marsh Co., Boston, used 70.

Great care is taken to get the displays to, and away from the stores on schedule. About a week before each store begins its promotion, we send the display director a letter notifying him that we are shipping the pictures, with a list of these by color and number (matching the data on the backs of the pictures). Just before a promotion is completed, the display di-

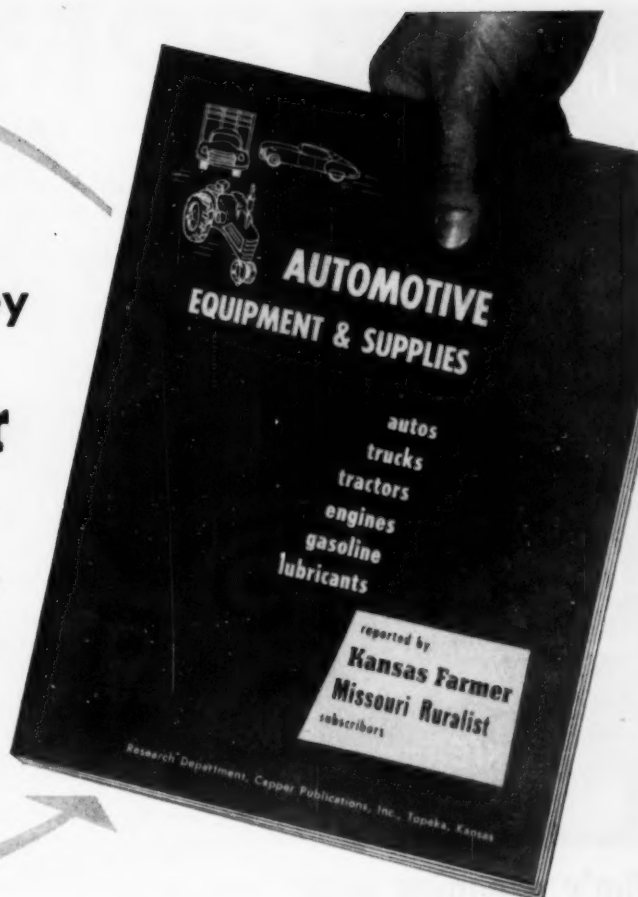
FREE!

Latest complete survey
of the

Kansas Farmer Missouri Ruralist

subscriber market for

AUTOMOTIVE EQUIPMENT & SUPPLIES



Here are the facts you need to plan your selling wisely — if you make or sell motor cars, trucks or tractors . . . or equipment and supplies for them. Inside this 52-page book you'll find a complete breakdown of ownership of rolling stock and engines which has shown an amazing increase since our last survey two years ago; also, brand preferences of gasoline and motor oil and time, date and amount of purchases. In addition, it gives you a breakdown of farm ownership and size of farms.

Use this information as a guide in your selling plans for these two billion-dollar farm states. Then give your plans the best start possible: Tell your story in Kansas Farmer and Missouri Ruralist — the farm papers that have the confidence of the Kansas and Missouri farm markets.



MAIL THIS COUPON
for your FREE copy of
"AUTOMOTIVE EQUIPMENT
& SUPPLIES"

Capper Publications, Inc.
Topeka, Kansas

Please rush me a copy of your latest "Automotive Equipment & Supplies" survey of the Kansas-Missouri farm market.

NAME _____

ADDRESS _____

CITY _____ ZONE _____

STATE _____

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MENNEN PRODUCT'S

consistent ads in The
Beacon Journal are
reaching . . .

99.5%

OF THE HOMES

There's no other medium
or combination of media
that offers so much for
so little

Akron
Beacon Journal

Who's spending what in Business Papers?

Do you know what 489 leading advertisers invested in business paper advertising last year? It's solid sense to have the answers when you're planning *your own* business paper campaigns.

Now the facts are available. ABP has compiled a list of 489 leading business paper advertisers who spent \$50,000 or more in business papers in '51 . . . showing *how much each one spent*.

This adds an important fact source to the information on advertising expenditures . . . a new and much needed guide for ad management. And it's one more in the long list of ABP services planned to help you step up the efficiency of your business paper advertising.

For a copy of 489 LEADING BUSINESS-PAPER ADVERTISERS, send \$1.00 to: The Associated Business Publications, 205 East 42nd Street, New York 17, New York.

All members of  are proud members of ABC

About the Company

S. Stroock & Co., Inc., manufactures fine specialty fiber fabrics, such as vicuna, kashmir, camel's hair, and blends of alpaca, llama and mohair with wool. These fabrics are sold as yard goods and, more extensively, to coat, suit, dress and sportswear manufacturers.

The fibers, coming mostly from far-away places, are relatively expensive, and the public must be educated to their advantages. Hence Stroock's twice-a-year "packaged" promotions, offered to department and specialty stores carrying either the fabrics or finished garments.

Basically, Stroock's procedure is to build a promotion around a collection of 40 new-season colors and color co-ordinated fabrics and to enlist the cooperation of other manufacturers willing to dye their own products (felts, silk, jersey, leather, etc.) to match the Stroock shades . . . and to get these materials into the hands of makers of hats, scarves, gloves, blouses, belts, shoes, handbags, etc., so that stores may offer color co-ordinated lines.

Among the manufacturers who have joined Stroock in such promotions are Halper Brothers (fur felts for millinery), Hermann Loewenstein (calf and suede for shoes, handbags, belts), Dawnelle (gloves), Bloomsburg Mills (fabrics for blouses), Glentex (scarves), Coro (costume jewelry), and Peggy Sage (lipsticks, nail polish).

rector gets a letter from us telling where to ship the framed displays (either to another store or back to us). Usually the frames go to other stores, but often the shipment is divided among two or more stores. In such cases we send lists of pictures, by color and number, to go to each store. Packing instructions are also given in this letter, and "Rush" and "Fragile" labels are supplied for each shipment. Stores are requested to forward the displays immediately upon completion of the promotion, to insure "on time" delivery to the next store on the list. We send follow-up wires to each store, requesting confirmation that displays are shipped to other stores as requested.

We pay shipping charges to the stores, and they, in turn, are responsible for the expense of shipping to the next store, or back to us. Depending on distances, we allow from five to ten days up to two weeks for displays to travel from one store to another. The over-all schedule is planned accordingly.

Though the degree of participation varies, it is gratifying—in view of the "specialty" nature of Stroock fabrics—that so many enter so wholeheartedly into the programs. As an instance, Jordan Marsh devoted a bank

of 15 window displays to the "Flying Colors" promotion, plus dozens of interior displays. Some stores also give luncheon fashion shows in their restaurants, tying in with the event. Editorial support has been good, an outstanding example being a double-page spread in *Charm*, showing a model in Stroock suiting and dyed-to-match hat, with close-up photographs of swatches of color co-ordinated Stroock fabrics with matching blouse material, felts and leathers, etc.

Seventy stores tied in with the Audubon-inspired Stroock "Flying Colors" promotions; 50 with the "Leap Year Colors" promotion. Participating stores are top-drawer, including such names as Lord & Taylor, and Saks-5th Avenue, New York, Neiman-Marcus, Dallas, Halle Bros., Cleveland, Joseph Horne, Pittsburgh, Harzfeld, Kansas City, all the I. Magnin stores.

Fashion-conscious women like the co-ordinated idea, especially when they can have co-ordination all under one roof, from one source. Our promotions have widened the market for our fabrics, but there have also been corollary benefits to the stores, to manufacturers who use our fabrics, and to those who went in with us on the programs.

FOR THE YEAR **1952...**



Media Records shows that in 1952 The Seattle Times was first of all newspapers in the Pacific Northwest with a total of 25,185,369 lines.

Wise advertisers use The Seattle Times frequently because they know Seattle's accepted newspaper will sell their products in this big, important market at one cost.

cover a **BIG** market
with a newspaper

SEATTLE'S ACCEPTED NEWSPAPER

THE SEATTLE TIMES



Represented by O'MARA & ORMSBEE, INC. • New York • Detroit • Chicago • Los Angeles • San Francisco

FEBRUARY 15, 1953



Quebec Is "Rediscovered": New Wealth Builds a Boom

Today lots of news is coming out of Eastern Canada . . . and implicit in it is the area's growing stature as a market.

BY A. G. MEZERIK • SM's Roving Editor

Maybe 1952 should be called the year of the rediscovery of Canada. Every train, plane and ship—and every automobile—brought hordes of explorers.

Some of those who have come—and are still coming—are well-heeled: bankers or investors seeking a safe and profitable haven for funds, businessmen with briefcases bulging with plans for big developments, engineers and geologists with instructions from the home office to prospect areas as big as European countries.

Some have big hopes but no money. They are immigrants who, since the end of the war, have increased Canada's population by one-tenth. They are the new pioneers, seeking to homestead a job in the city, a mineral claim in the wilderness or a farm on the lone prairie.

Journalists have come, too, for Canada is the big story—of a gold rush so up to the minute that uranium takes the place of gold and big new factories manufacturing jet planes take the place of blacksmith shops.

All results are not yet in, but money on which a picture of a Canadian maple leaf appears is already worth more than is that good old staple on which appears the American eagle.

Americans know about the boom because magazines in the States devote entire issues to Canada, and newspapers run special sections about it. Europeans have not only learned the same story in the same way, from their newspapers and magazines, but in Europe the story has filtered down to the lowliest peasants to whom it has become a legend like that of the States a half century ago. Europe's peasants believe that Canada is a country where the streets are paved with gold, a place to start for . . . now. Many an official of a European country has encouraged that picture for reasons having more to do with his need for balancing the resources in his overcrowded country than with the facts about paving materials in Canada's cities.

Canadians have remained comparatively unexcited through all the hullabaloo. Canadian newspapers and radios have not played the boom story as though it were the World Series. In fact, Montreal—Canada's largest city—is more than a little amused to be discovered at so late a date.

This great metropolis was founded 300 years ago and has been in the center of Canadian affairs ever since. It is a large city by any standard, and has been big for a long time. It has been important in too many ways to go off the deep end now.

Those ways reach out in all directions. Montreal, on a beautiful island in the St. Lawrence, is the world's greatest inland port. It doubles in brass as a seaport, second only to New York.

What happens on the St. Lawrence is No. 1 business for Montreal. Right now, Montreal's eyes are on a little port, called Seven Islands—on the St. Lawrence near the ocean. To Seven Islands will come, on a railroad now building, a steady stream of iron ore from Ungava, the newly opened bonanza field. The ore will be loaded onto ships which will make their way to Pittsburgh's steel plants. The ships will ride the new St. Lawrence Seaway, soon to be built by Canada.

New discoveries of mineral resources in Eastern Canada, the development of power and of navigation on the St. Lawrence River and a growing population (now about 1,650,000), all insure Montreal's future as a great financial, trading and transportation center. (Both the Canadian Pacific Railway Co. and the Canadian National Railways, the two largest transportation systems in

Quebec—Her Cities Grow . . .



MONTREAL: Now the sixth largest city on the North American Continent and the world's greatest inland port. Among large cities, its rate of growth since the war is second only to Houston. SM's reporter: "Montreal is a little amused to be 'discovered' at so late a date."

. . . Her Industry Expands



ASBESTOS: In Montreal's back yard is 70% of the world's supply of this magical mineral.

the world, are directed from Montreal.) Montreal is becoming a great industrial center as well. In terms of the rate at which capital is invested in factories and facilities, Montreal ranks second only to our own Houston, Tex. The similarity with Houston goes a little farther than that, since Canadian industrial expansion is very new indeed.

During World War I Canada's industry made some rifles and built some wooden ships. Her skills were limited and her capacity small. Nothing very meaningful happened to change this situation until the evacuation at Dunkirk in 1940. The menace

to Great Britain made it imperative to build up Canadian production—and to do it quickly. Canadians demonstrated urgency and aptitude. Today they know the secrets of building such precision goods as radar and fine optics, and they have mastered construction of jet planes and big naval guns—and much in between. Never was "hot house" forcing of industrial growth undertaken on so vast a scale, but the needs of war provided the heat and the job was done.

Such rapid growth would be, on its own, hard to digest. But complications made assimilation even more difficult. Post-war European insta-

bility sent a great deal of capital scurrying for a safe haven. Established European industry set up branch factories in Canada. Many factories picked up and moved to Canada—lock, stock and barrel.

Even before World War II, Hitler's persecutions had started refugees from Czechoslovakia, Germany, and Poland toward Canada. After the war came a new tide of immigration and a much greater number of people. Both these waves have contributed many valuable skills. The debarking new Canadians brought capital with them as well as labor power so desperately needed in this undermanned country.

There is no shortage of capital. St. James Street, Montreal's financial center, is jammed with it—domestic as well as foreign. Not too long ago Britain was the big foreign investor. Today it is the United States. American investment in Canada totals \$7½ billion—more money than Americans have invested in any other foreign country. Since Canada's economy is so closely wedded to ours that it will go up or down with us, this huge investment is natural enough. The close connection can be seen in the new iron ore investments by U.S. steel interests in the Ungava and Labrador area which alone will amount to \$500 million, with two or three times that sum invested in the region to support the basic facilities now being created. It is also obvious in Edmonton, far to the west, where the American Celanese Corp. is establishing a huge chemical industry based on oil. Hydro power has brought in a tremendous American investment in aluminum.

These are but a few instances. There are hundreds of others, small as well as large. The owners of a television service store in Brooklyn recently paid Montreal a visit, looked around and voted in favor of it. They have rented a store on Sherbrooke Street and are counting themselves in on Canada's growth.

With capital and businessmen coming in from other lands, Canada's development is assured. The fly in the ointment is not in natural resources, machinery or transportation. Of these there will be plenty. The shortage is in people . . . people to do the work . . . people to consume the industrial product. Fifteen or even 20 million people cannot maintain a high-level, mass-production economy. Add to this handicap our tariffs—which often make the U.S. market prohibitive—and Canada's source of growing pains in the next few years can be seen.

None of this, however, builds up a case for pessimism. It is offered by way of curbing a runaway optimism

largely held outside Canada.

Canada's boom is real—no doubt about it. For the moment, however, the boom is clearer to Americans and Europeans than it is to the Canadian man on the street, who has not as yet, by and large, felt the impact in his pay envelope. It will filter down to him. Nowhere in the world is there such a terrific amount of resources, developed and undeveloped, available per capita. This is national wealth. Canadians, as individuals, will sooner or later receive the benefit of that wealth.

Quebec: The Quebec which the tourist sees centers around the massive pile of the Chateau Frontenac. Life flows past the Chateau on the great terrace which overlooks the lower city, the St. Lawrence River and the port below. The sight is familiar to all the world in innumerable photographs and paintings. The fortress of Quebec is a rock, almost every foot of which partakes of events which change the course of history. The Plains of Abraham, the Citadel, the Houses of Parliament, and the gates of the walled city all ring bells in the mind.

The French Influence

Here in Quebec City—out of all its historic past—looms one question above all others. What would North America now be like if France and not England had triumphed here in 1759? Had the Battle of the Plains of Abraham gone the other way, what would life be like now for the vast majority of people—those of English descent, in cities with English names such as New York, and in cities with French names such as Detroit or New Orleans?

Quebec, city and province, 200 years later has some answers to that question—in reverse. The French people always were the majority here. It was a Frenchman, Champlain, who in 1608, opened up this land, French people populated it and ruled it, and poor people—trappers, fishermen and farmers—of French descent stayed on here after France was defeated and the seigneurs, notaries public and the rest of the French "elite" had scurried back to France. That desertion created the French-Canadian people. It ended allegiance to France—but it threw a group into a future where it was to remain a compact minority in a land where the people, the government, the army and the authorities, the means of communication, religion, business and politics are all English dominated.

Today, as Americans take increasing interest in Eastern Canada, this French background and French-Canadian way of life have more than historic significance. If we are to talk with these people and do business with them, we must understand them. Understanding means comprehension of their pride in their illustrious past, their bitterness toward France for not coming more vigorously to their defense when the English invaded, and the compounding of that bitterness before an alien conqueror.

The Religious Influence

It means understanding of a French culture which is 18th Century France even as it is 20th Century Quebec. Twentieth Century Quebec is much more Catholic than is France today, a circumstance which is the result of the role of the parish priest in the troubled days after the French defeat. The priest, almost the sole remaining educated leader after the French "elite" had pulled out, held the people together. In the process of rebuilding village life, the church assumed responsibility for education, welfare and many other activities. It has these institutions under its wing up to this date, a situation startlingly different from any existing in any other part of Canada or the United States.

Education, as practiced by the Church, is French and, understandably, French of the 18th Century rather than of later and less godly periods. It has therefore dealt mostly in classic and literary fields, with the result that the educated French-Canadian has had a built-in condescension for the more prosaic business, scientific and technical pursuits. The impact of modern life is rapidly making changes in these attitudes and the Church adjusts to them.

The French universities—both clerical—now offer courses on all these fronts, as well as in the social sciences. Technical schools teach radio, plumbing, pulp and paper making and other practical pursuits.

The majority of French-Canadians are no longer fishermen, farmers or trappers. That background made the French-Canadian into an individualist but now that he has moved—in increasing numbers—to town to get work, this famous individualism has not stood in the way of his becoming a union man, which he is. Again he has made the transition to unionism inside the Church, rather than in opposition to it. It started with the educated class. French teachers in schools and universities and nurses in

more and more nun-directed hospitals have joined unions—and have carried on some bitter strikes.

Most French-Canadian workers, regardless of education, are in unions. The union may be either the Canadian arm of the AFL or the CIO, but it is just as likely that it will be a Catholic labor syndicate. These are national labor syndicates somewhat on the Mussolini corporate model. They boast some vigorous leaders who use ultra modern—and not always gentle—methods to promote papal economic and labor doctrines.

In the process of becoming a tenement dweller in Montreal or Quebec City, the French-Canadian has not lost his Frenchness at all. He speaks French only, though he may also know English as 38.1% do. He is still a family man—with a penchant, duly noted by humorists, for large families. He will argue politics now and forever, tell stories taller than Paul Bunyan's and sing in harmony with the next man.

Despite all the talk about the 18th Century, his culture keeps moving right along in tune with the rest of the world—but retaining its own individual character. The literary French-Canadians were, only a few years ago, mostly historians dealing with the past. More recently they have turned to writing novels, first about rural situations, but with the shift to the cities, more and more dealing with urban problems.

The Cultural Factors

Certainly the young people, in Montreal, the French-Canadian cultural capital, are out in front of the 20th Century with many little theatre and opera companies, with performances so good that critics from Paris, London and New York salute. Music, theater, art and literature are all very much alive among the young French-Canadians over whom, incidentally, the Church exercises little influence. The language of all this, as well as of the comics, press and radio, is—never forget it—French.

The spoken language differs from the French original in a good many ways, not all to this area's credit. But to the French-Canadian, the way he speaks French is the best way and he is very touchy about it. However, the French-Canadian, though he himself may use bad French, wants pure academic French in everything he reads, and particularly in advertising copy, radio commercials and scripts. He wants no translations, but good French, written by someone who knows good French.



At your age!

If you are over 21 (or under 101) it's none too soon for you to follow the example of our hero, Ed Parmalee, and face the life-saving facts about cancer as presented in our new film "Man Alive!". You'll learn, too, that cancer is not unlike serious engine trouble—it usually gives you a warning:

(1) any sore that does not heal (2) a lump or thickening, in the breast or elsewhere (3) unusual bleeding or discharge (4) any change in a wart or mole (5) persistent indigestion or difficulty in swallowing (6) persistent hoarseness or cough (7) any change in normal bowel habits.

While these may not *always* mean cancer, any one of them should mean a visit to your doctor.

Most cancers are curable but *only* if treated in time!

You and Ed will also learn that until science finds a cure for *all* cancers your best "insurance" is a thorough health examination every year, no matter how well you may feel—twice a year if you are a man over 45 or a woman over 35.

For information on where you can see this film, call us or write to "Cancer" in care of your local Post Office.

American Cancer Society



MAN ALIVE! is the story of Ed Parmalee, whose fear weakens his judgment. He uses denial, sarcasm and anger in a delightful fashion to avoid having his car properly serviced and to avoid going to a doctor to have a symptom checked that may mean cancer. He finally learns what a difference it makes (in his peace of mind and in his disposition) to know how he can best guard himself and his family against death from cancer.



"Bravo...but
you should see the new rooms
at the **SHERMAN**
in Chicago"

SMARTLY RESTYLED...
brilliantly designed...

1,500 new rooms now
ready to make your next
stay in Chicago
a memorable event.

1,500 new reasons...
you should always stay
at the Sherman...
Chicago's "personality" hotel.



World Famous Hotel
THE SHERMAN
Chicago

Frank W. Bering, Board Chairman • James A. Hart, Pres.
Pat Hoy, V. P. and General Manager

Spoken French is improving in quality. French-Canadians stay home and listen to their radio, so much so that they are the most eager and faithful audience in radio anywhere. Since little can be translated successfully in commercial radio, French-Canadian radio is original. It is acclaimed everywhere and it is in beautiful French. Radio Canada, which is the French counterpart of Canadian Broadcasting Corp. is, according to all reports, lifting all French culture and particularly that of spoken French.

How the French-Canadian speaks is of course less important to Americans than what he says. His protests against war have been widely advertised in the United States. The French-Canadian is anti-war — no doubt about it. He gives these reasons for his position (and he will defend with great pride every reason he gives):

1. His religion teaches him to love all men.

2. He doesn't feel the slightest urge to fight so that his country may acquire new sources of raw material.

3. A Frenchman in English-dominated Canada has had to make out on his own for a long time. That experience hasn't been conducive toward making him believe that he is now, or any other time, part of "one world."

4. In his own country, he has, by his lights, often been cheated out of his rights—racial and religious. This has not convinced him that he should cross the seas to protect those rights for any other peoples.

5. Finally, he has, understandably, little heart to start marching in defense of anything connected with Britain. His own memory of the past is much too alive for that. Nor does this position change because the enemy is Russia and communist.

They Frown on Korea

For obvious reasons — connected with the Church—French-Canadians are anti-communist. But not for a minute does this include the idea of war against Russia. Enthusiasm for the Korean enterprise has always been at the "deep-freeze" level. This should not be confused with a soft attitude toward communism. Long ago French-Canadians in control of this provincial government passed anti-communist "padlock laws" more stringent than any in the United States. The government has used these laws arbitrarily and sometimes as a red herring to weed out, not communists, but any opposition. What with this French-Canadian attitude



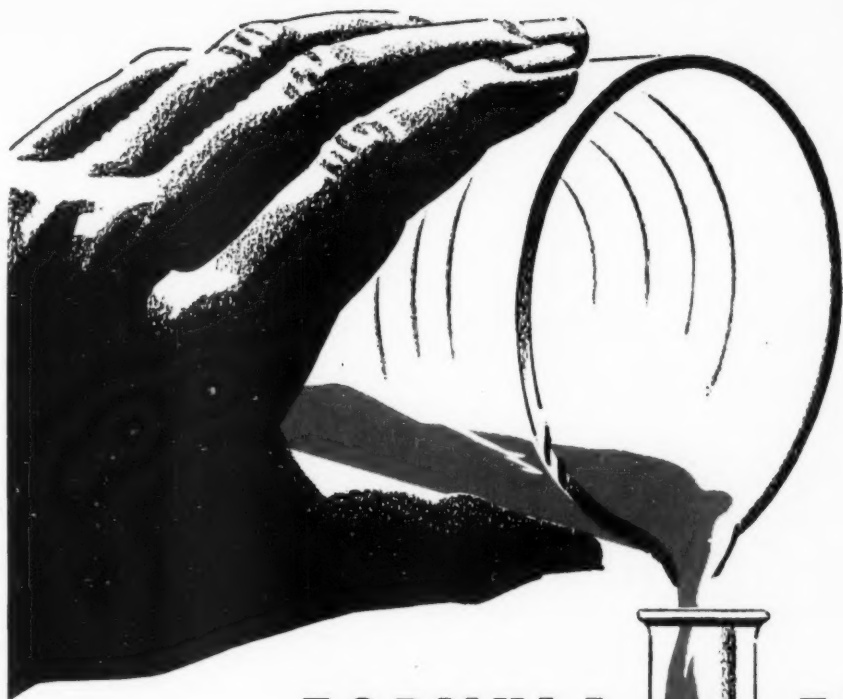
against war, Americans, particularly of the belligerent species, have not lately been making friends and influencing people here.

French-Canadians, by and large, are not anti-American, but there is a loud and vocal minority who say we are cultural, social and economic imperialists. War is not their only stock in trade. They point, day after day, to ways in which American businessmen show their contempt for the French-Canadian. And the way may be an offensive advertisement, written in ignorance—but insensitive to political, religious or racial taboos—or it may be a crude translation from the English of a label or an instruction sheet which comes out as a caricature in French.

The story of French Canada may be a little difficult to absorb. But the French-Canadian is going to be in the American businessman's future more and more. There are a lot of Canadian French people—over 4¼ million—almost a third of the entire Canadian population.

The French people are 80% of the whole province of Quebec, they are 92% of Quebec City and 65% of Montreal, and you will find French people in heavy concentrations in eastern and northern Ontario and in New Brunswick. In fact, there's a scattering across Canada as far as Alberta—which is, of course, the reason that Canada is bilingual constitutionally—and the reason that American business must become psychologically bilingual if Canada and the United States are to come closer and closer together in helping one another.

Picture credits: Department of External Affairs, Editorial Associates, Ltd., Photographic Surveys, Ltd.



FORMULA FOR SALES

What made you stop to look at this advertisement? Not the hands, not the beaker, not the test tube! It was color, distinctive high-visibility color, wasn't it?

Switzer DAY-GLO® Daylight Fluorescent Colors—the Brightest Colors in the World—are up to four times as bright, visible four times as far as the most vivid of ordinary colors. When more people see, read and remember your advertisements— isn't that a formula for sales?



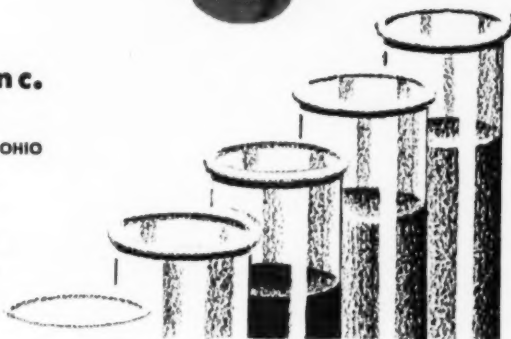
SWITZER BROTHERS, Inc.

"The First Name in Fluorescent Colors"

4732 ST. CLAIR AVENUE • CLEVELAND 3, OHIO

Switzer DAY-GLO® Daylight Fluorescent Colors radiate living light! May we show you what they'll do for your billboards, car cards, displays, direct mail, labels, packaging, posters, streamers? Write today!

Registered — DAY-GLO Pat'd 101.



70th YEAR—NO. 49

Trade Mark Registered
Copyright 1999, Octo Publications Co.

WILLIAMSPORT, PA.

Entered as Second-Class

40 Pages—TEN CENTS

El
Hi
An

Forschen

Mr. Truman
er will discuss
policy and the
(Continued on Page 1)

A carefully worded statement from the Atomic Energy Commission said the United States has developed the first hydrogen bomb of the world.

In a formal announcement, the Atomic Energy Commission said only that the tests had been conducted at Eniwetok atoll, in the Pacific. The program included the development of clear weapons, the scientific description of the development of an H-bomb, the scientists' "expression" with the results.

The AEC revealed, also, it is investigating a number of letters sent home by ship crew members and others attached to the task force which could be considered as "leakage."



Troop-carrying helicopters landed at Camp Pendleton, Cal., as the first ground-air combat review followed by heavy armor. Panther jet fighters also passed

We know how successful you've been. Everybody knows it. Folks say you've made plenty in the big city. Congratulations!

But America doesn't stop, you know, at the city limits or suburban terminals. It's a *big* place . . . as big between as at the ends! The Small-Town hamlets between the cities—the towns so small they have no newspapers of their own—have a *lot* of money for people like you with products like yours. . . . Of course. Take you a month of Sundays to . . . and time and

You can't go get it personally, of course. Take you a month of Sundays to cover even one State. But there *is* a way—economical, quick, and time and time again proved effective by many an advertiser . . .

GRIT!

To families totalling more than 3,000,000 souls, GRIT is watched for weekly and faithfully followed. GRIT is literally *loved* by these people. And, naturally, they spread their loyalty to GRIT-advertised products. GRIT has made many a big-time product a Small-Town Big-Shot, too.

Chevrolet cars, for example, are advertised regularly in GRIT. 29.7% of GRIT Families own Chevrolets—as compared with their national average of 23%!

We have a lot of facts like this for people like you. Like to hear more?
Call Scolaro, Meeker & Scott (New York, Philadelphia, Detroit, Chicago)
or Doyle & Hawley (Los Angeles, San Francisco).



Picture at Left

ITH,
ER

People do Hit

...in a human
...of faith can bur
...of hope can over
...The love of one



mayor of
editor of

at finish
park
to the
beginning
who
of ru
red.

100

10



About 3:30 o'clock there was a strange, almost sinister change. The sky became darker. The wind blew harder, with a kind of moaning tune.

Even then there was no panic in the town. Judsonia lies in what

Continued on Page 4, Column 2. This Section

MARKETING PICTOGRAPHS

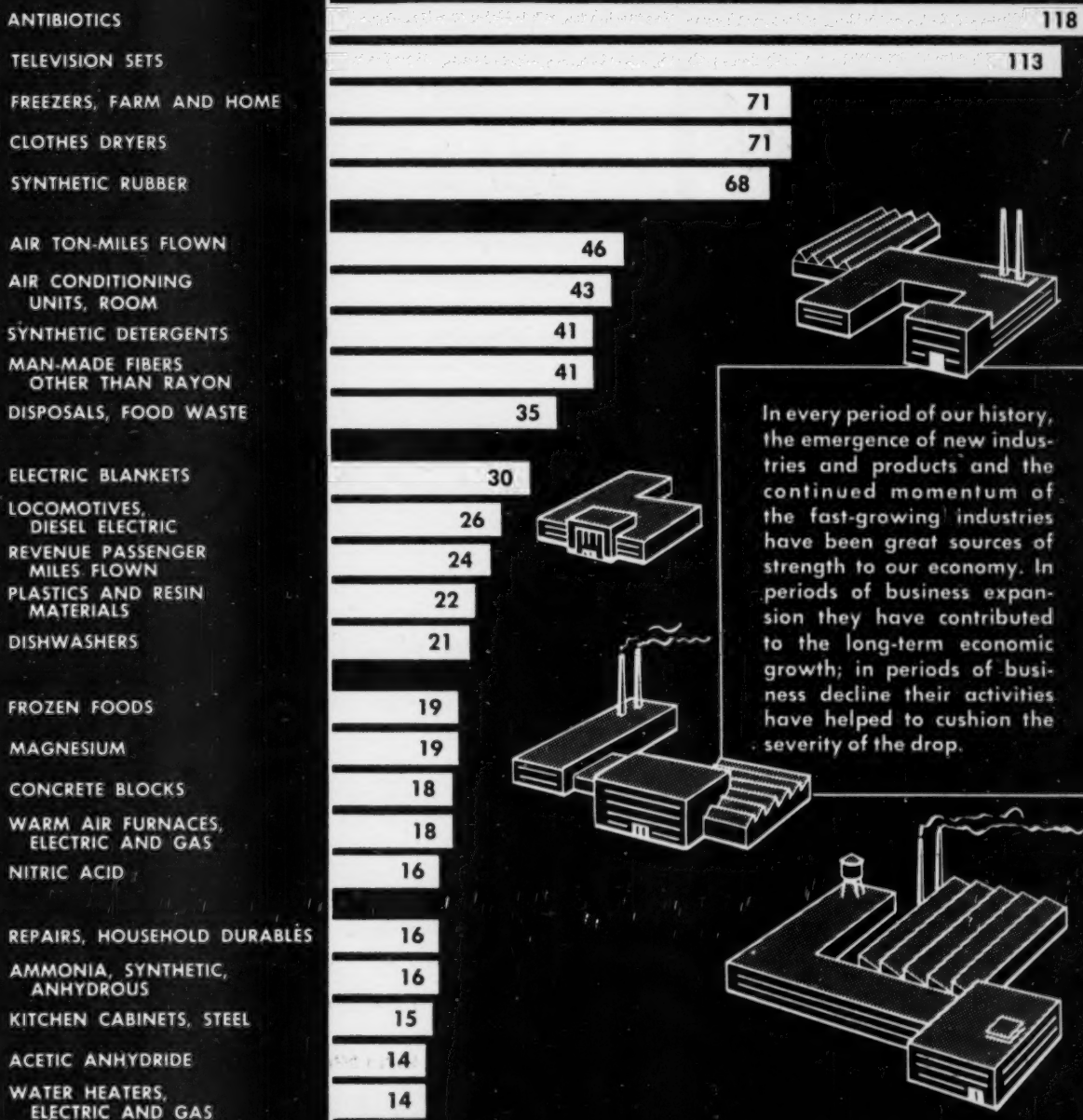
Planned by

Philip Salisbury Editor

Visualized and Designed
by Hile-Damroth, Inc.

THE 25 FASTEST-GROWING PRODUCTS

AVERAGE PRODUCTION INCREASE PER YEAR,
1940-1951 AVERAGE



In every period of our history, the emergence of new industries and products and the continued momentum of the fast-growing industries have been great sources of strength to our economy. In periods of business expansion they have contributed to the long-term economic growth; in periods of business decline their activities have helped to cushion the severity of the drop.

PICTOGRAPH BY
Sales Management

2-15-53

Source: "Markets After Defense Expansion,"
U.S. Dept. of Commerce

What's ahead

for **DETROIT?**



1952 was a big year for Detroit... in profits for its industries, in paychecks for its employees, in sales for its stores.

1953 promises to be an even greater year.

Today, the demand for skilled and unskilled factory labor far exceeds the supply. Overtime and other premium pay have boosted factory hourly and weekly earnings *above \$90 per week — \$10 more than a year ago.* Detroit's auto industry is scheduled for a 5-million unit year. Newly-completed defense plants will swing into full production. Retail sales, rising steadily, are at an *all-time year-end high.* Local bank savings are up over the billion-dollar mark, *\$77 million more than a year ago.*

DMB—DETROIT MEANS BUSINESS...

MORE BUSINESS than ever before. And the most effective way of getting it is through The Detroit News.

The News reaches the most people with the most money to spend. 96% of its weekday circulation is funneled into the Detroit trading area, where over 4-billion dollars were spent in retail stores in 1952. Because The News influences the direction of these sales-dollars, *advertisers place almost as much linage in The News as in both other Detroit papers combined.*



457,930 Weekdays
559,134 Sundays

Highest Weekday and Sunday circulation of any Michigan newspaper, exclusive of pre-dates.

A.B.C. figures for 6-month period ending September 30, 1952.

The Detroit News

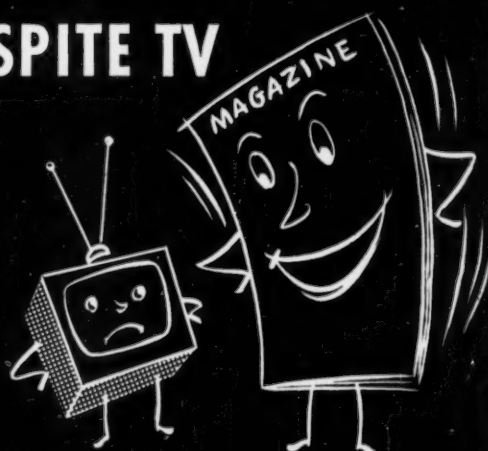
THE HOME NEWSPAPER

owners and operators of radio stations WWJ, WWJ-FM, WWJ-TV

Eastern Offices: 110 E. 42nd St., New York 17—under management of A. H. KUCH • Western Offices: JOHN E. LUTZ CO., Tribune Tower, Chicago

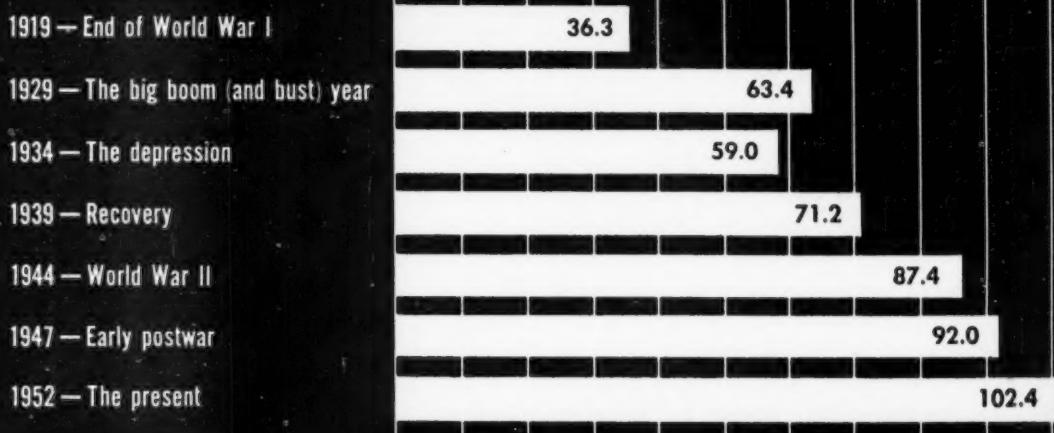
MAGAZINES GROW, DESPITE TV

In 1952, the total for all A.B.C. general and farm magazines, not including comics, reached 158.8 million copies average circulation per issue. In 1919 the figure was 38.0 million.

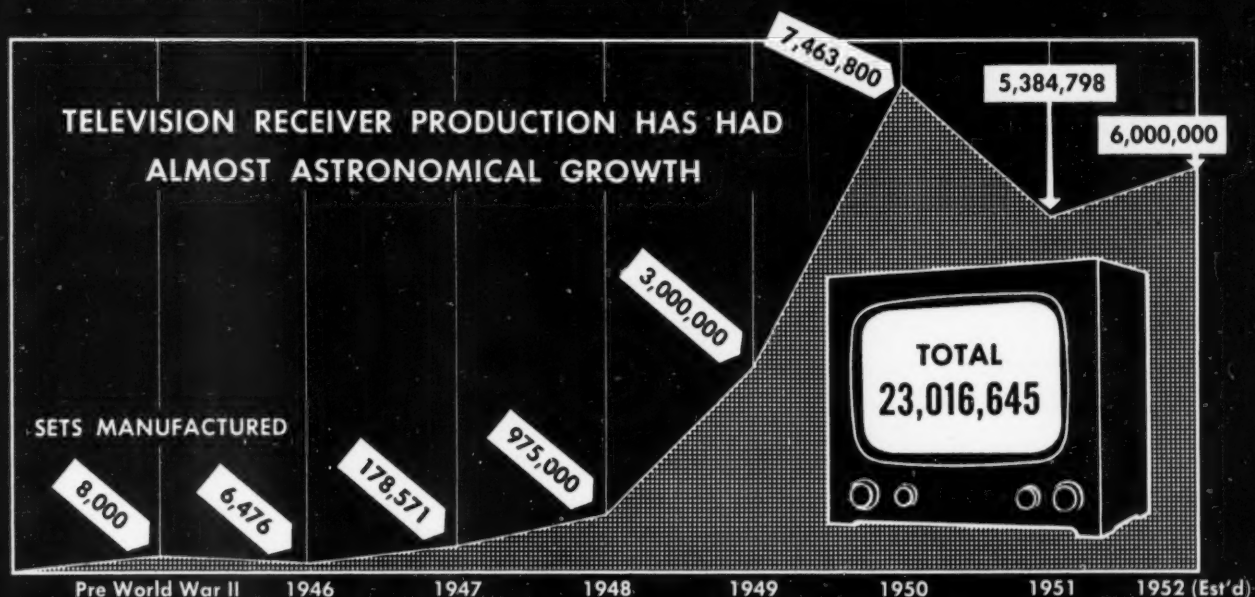


MAGAZINES GROW, DESPITE TV 2-15-53

MAGAZINE CIRCULATION PER 100 PERSONS



● Magazine circulations—per issue—have grown by 17.7 million copies since 1948, when TV became an important competitor for the consumer's time.



How do people find the time to both read and view? Probably the best answer is the ever-shorter working hours. More time is spent in and around the home, less in outside amusement places.

PICTOGRAPH BY

Sales Management

2-15-53

Source: Magazine Advertising Bureau



The Straw Man

SO long as we are a free people, our great issues will be decided through public debate.

But one of the phenomena of public debate is that it often blows up a minor difference of opinion to a point where the debaters attach far more importance to the issue than it deserves. Finally, cool heads decide that it's time to concentrate on major

problems. The differences are forgotten. And everybody goes back to work.

That is exactly what has happened to the business magazine circulation controversy that at one time threatened to divide business magazines into two permanently opposing groups.

Several years ago, when the circulation battle was still raging, a group

of advertising space salesmen in Ohio decided they could serve their advertisers better and make more money for themselves if they quit arguing circulation methods and worked together to improve their selling and servicing techniques. So the Cleveland T. F. Club was formed, with membership open to representatives of paid and non-paid business magazines. Almost overnight it became the largest and most enthusiastic group of its kind in that area.

The Cleveland T. F. Club was quickly followed by the organization of similar T. F. clubs in Chicago and New York. They, too, soon became the largest and most enthusiastic business magazine advertising sales groups in their cities.

At about the same time, the Society of Business Magazine Editors was formed. Its membership was thrown open to the editors of all reputable business magazines. Its purpose—to work together to improve and enlarge

upon the great editorial services rendered by the Business Press. Today, The Society has a membership of 115 editors of leading business magazines. It is the recognized spearhead for business magazine editorial betterment.

During that same period, National Business Publications, Inc., an association then restricted to non-paid business magazines, opened its membership to business magazines of paid circulation. *It soon became the largest association of its kind in the world.*

Thus, three key divisions of the Business Magazine Industry—the editors, the advertising salesmen and the publishers—have individually and collectively exposed the mythical “irreconcilable circulation conflict” as a straw man that’s deader than a mackerel’s eyeball. Their time, energy and effort are now being spent working harmoniously together on the things that *really count*—the creation of better magazines and bigger values.



Largest association of business magazine publishers in the world. All publications audited by either ABC or CCA.

NATIONAL BUSINESS PUBLICATIONS, INC.

1001 FIFTEENTH STREET, N.W. • WASHINGTON 5, D.C. • STerling 3-7535

The national association of publishers of 147 technical, scientific, industrial, professional, merchandising and marketing magazines, having a combined circulation of 3,440,542 . . . serving and promoting the Business Press of America . . .

bringing thousands of pages of specialized know-how and advertising to the men who make decisions in the businesses, industries, sciences and professions . . . pinpointing your audience in the market of your choice. Write for complete list of NBP publications.

RECIPE FOR SUCCESSFUL STORE SALES MEETING



If you're a manufacturer and you wish to conduct a really successful sales meeting in stores doing a million-dollar-and-over volume, give heed to these suggestions from store executives.

ARRANGE DATE WELL AHEAD

40%

4 WEEKS

40% advise setting a definite date at least four weeks ahead

42%

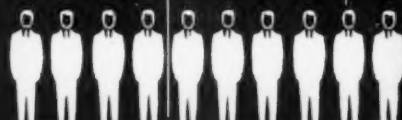
2 TO 4 WEEKS

42% say two to four weeks is ample

18%

1 WEEK

18% find one week acceptable



SETTLE ON DETAILED AGENDA

Most stores—53%—insist upon an advance agenda; 47% prefer it but do not consider essential.

Reasons checked most frequently as being sufficiently important to justify a meeting:



WHEN AND HOW LONG?

Exactly half of the stores want meetings held outside of store hours (preferably just before store opening); a third want them during store hours; one sixth have no preference.

KEEP THEM SHORT



35% SAY 20 MINUTES



42% WOULD ALLOW A HALF HOUR

Scattering percentages for as short as 10 minutes or as long as an hour.

WHAT SHOULD BE STRESSED?

Offered 19 suggestions, more than half of the store executives chose these as most important:

Strongest sales points	90%
Product uses	85%
Style or fashion significance	82%
Description of product or line	78%
Actual sales demonstration	72%
Materials and construction	65%
Product objections to expect and overcome	62%
Techniques of related selling	55%
Instruction in use of selling aids	53%

WHY DO SUCH MEETINGS FLOP?

Mistakes made most frequently by manufacturers: take up too much time; try to cover too much ground; inadequate preparation; overselling and boasting; no opportunity for sales people to ask questions.

Source: November-December, 1952
"Results" of John Felkner Arndt & Co.,
Philadelphia advertising agency

PICTOGRAPH BY
Sales Management

2-15-53



She's
got
to
go
out

to get Woman's Day
the A & P magazine

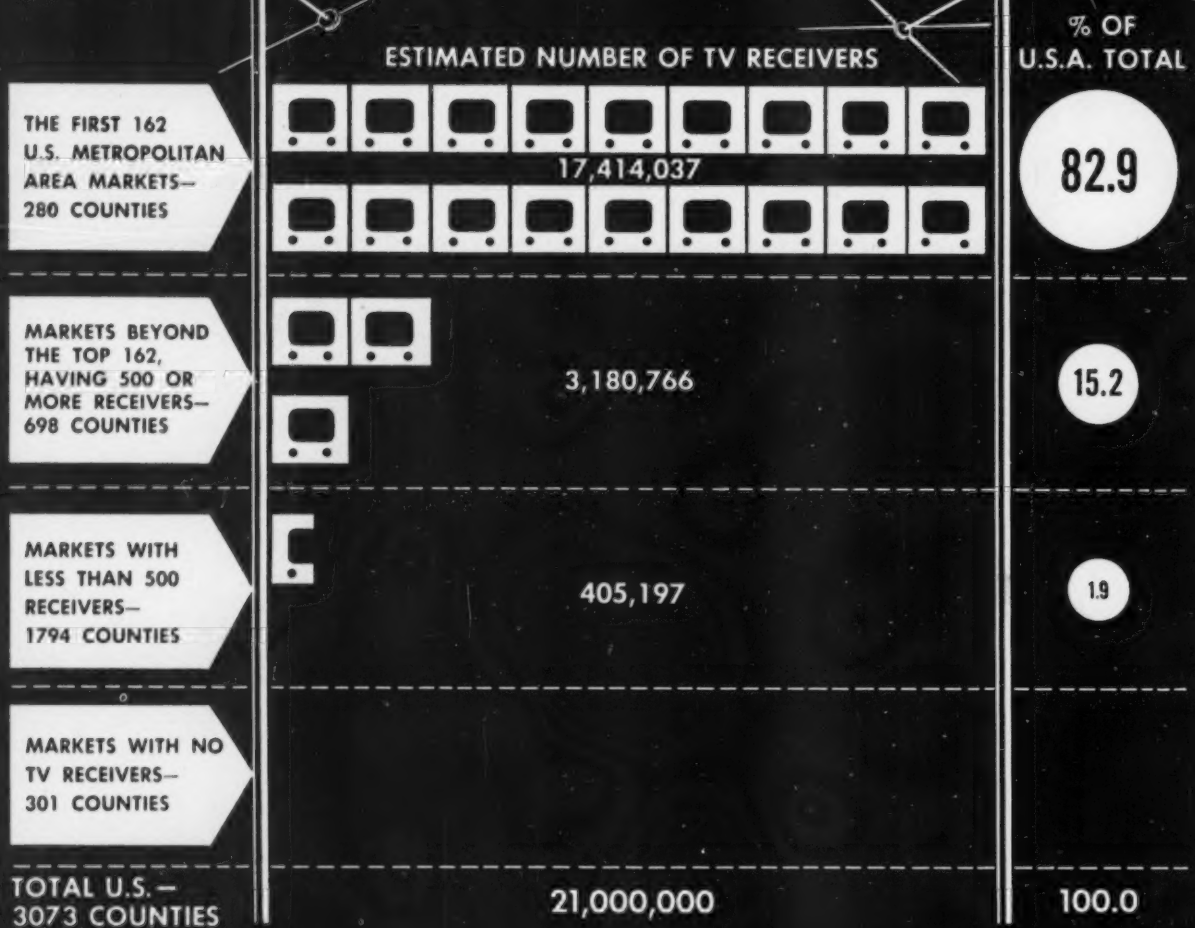
Because
Woman's Day
is sold *only*
at A & P stores, its entire
3,839,000 circulation
is concentrated around vital
shopping centers.
Advertising in Woman's Day
gives you *minimum waste,*
maximum coverage where it counts.

the NATIONAL magazine... with the NEIGHBORHOOD impact. Woman's Day[®]



TODAY'S TELEVISION MARKET

9% of America's counties accounted for 59% of the families and 83% of the TV receivers as of January 1, 1953.



Metropolitan Area markets with 50,000 or more families and having negligible TV coverage (from none to 19.9%) include:

Markets with from 25,000-49,999 families and negligible TV coverage:

TAMPA— ST. PETERSBURG	WICHITA	SHREVEPORT
KNOXVILLE	SPOKANE	COLUMBUS, GA.
FRESNO	LITTLE ROCK	MADISON
DULUTH— SUPERIOR	BEAUMONT— PORT ARTHUR	PORTLAND, ME.
CHATTANOOGA	EL PASO	GREENVILLE
MOBILE	FORT WAYNE	CORPUS CHRISTI

CHARLESTON, S.C.	RALEIGH	LUBBOCK
AUGUSTA, GA.	MACON	LEXINGTON
AUSTIN	ROANOKE	WATERLOO
EVANSVILLE	SPRINGFIELD, ILL.	DECATUR
BATON ROUGE	WACO	WICHITA FALLS
ROCKFORD	ASHEVILLE	GREEN BAY
SAVANNAH	ORLANDO	PUEBLO
COLUMBIA	SPRINGFIELD, MO.	LIMA
JACKSON, MISS.	CEDAR RAPIDS	AMARILLO
MONTGOMERY	SIoux CITY	OGDEN

Now It's Easier To Do-it-Yourself

**e-Z-e Hang takes more
hard work out of paper
hanging**

The do-it-yourself market, large, growing, budget-conscious, has been the target of wallpaper manufacturers since a Midwest firm introduced a new papering adhesive which marks an advance for the industry.

The days of high-cost, time-consuming paper-hanging ended, says J. E. Seguire, president, Commercial Packaging Co., Hammond, Ind., when his firm put e-Z-e Hang adhesive on the market. The new product takes the stickiness out of paper-hanging, enables homeowners to paper an average-size room for \$7.50.

e-Z-e Hang adhesive goes on the wall, not the paper, to which it holds firmly even around hot, steaming radiators. The decorator has only to apply adhesive with a paint roller, roll the paper down the wall, trim it off at the baseboard with a razor blade. He doesn't have to hurry; the paper is adjustable for half an hour or more. If a neighbor stops in to visit or the telephone rings before the paper is applied, there's no cause for alarm: e-Z-e Hang, once dry, becomes sticky after a 20-minute sponging.

Peels Like Tangerine

Taking it down? Just as simple. When the wallpaper is soaked, it peels off like the skin of a tangerine.

The cement does away with all things homeowners don't like about papering: dragging furniture to other rooms, spreading newspapers on the floor, tedious trimming jobs, dripping paper, sticky brushes. A beginner can decorate a room in a few hours; for professionals, it means a fast, easy job.

Seguire thinks the demonstration route is the best way to sales. Demonstrators at home shows, department stores and dealer outlets show shoppers how simple paper-hanging can be. Distribution is through wallpaper manufacturers, wholesalers, paint companies, mail order houses. The adhesive is packaged in quarts, one- and five-gallon containers.

Seguire believes e-Z-e Hang cement will permit wallpaper manufacturers to recapture sales lost to paint producers, that it can increase wallpaper sales by 100 million rolls a year.

FEBRUARY 15, 1953

INDUSTRIAL EXPANSION in the **TROY CITY ZONE**

Means More Sales for Your Product Here!

The General Electric Co.'s silicone chemical plant in the TROY CITY ZONE (Waterford) last month announced the completion of a \$5,000,000 expansion program that already has increased employment at the plant 50 per cent.

Similar expansions have been underway at many of the 150 diversified industries in the TROY CITY ZONE.

This is one of the reasons why employment in the Troy - Albany - Schenectady Metropolitan Market has increased 8 per cent during the past five years . . . the third highest gain in the state.

We have 99 per cent coverage in the TROY CITY ZONE with its 36,300 families, 123,600 consumers and where 60,000 wage earners trade.

Help yourself to an even better sales performance in 1953 by including this rich, *expanding* market.

Rate: 18c per line

Circ.: 46,219
(Sept. 30, 1952)

THE RECORD NEWSPAPERS

- THE TROY RECORD •
- THE TIMES RECORD •

TROY, N. Y.

Which Name Do You Pick



to Get the Order ?

Put yourself in your salesman's shoes as he calls on a new prospect. Would you tell your story to the receptionist and ask her whom you should see? . . . or pick a name on the directory and hope you've guessed the right one? The point is that today's industrial picture is full of hidden buying influences who have to be sold before your salesman can get the order.

You can give him that help by supplementing his personal selling efforts with Business Publication Advertising. We call such advertising "Mechanized Selling" because it does for your sales organization what modern machines do for production. This high-speed, low-cost sales tool gets your sales message into the hands of the people who have a voice in buying decisions. Used consistently, it makes and maintains contact with prospects . . . creates preference for your product or service.

When it costs so little to reach so many, it makes sense to delegate the initial steps in the manufacture of a sale to Business Paper Advertising . . . and permit the salesman to use his time and skill on making the proposal and closing the sale.

Ask your McGraw-Hill man for a copy of our 20-page booklet, "Mechanizing Your Sales with Business Paper Advertising." Also about our sound-slide film, "Mechanized Selling . . . Blueprint for Profits," which is available for showing at sales meetings.



McGraw-Hill Publishing Company, Inc.

330 WEST 42nd STREET, NEW YORK 36, N. Y.



HEADQUARTERS FOR BUSINESS INFORMATION

FEBRUARY 15, 1953

MECHANIZED SELLING HELPS YOUR SALESMAN BY CONTACTING THE MEN HE CAN'T REACH

Authentic surveys show that three to six (and more) men—in every manufacturing plant—have a voice in recommending, specifying and buying industrial products. Here's proof that Business Publication advertising will help reach these men:

92% HAVE BUYING INFLUENCE

A manufacturer of chemical products surveyed portions of the subscriber lists of five Industrial Magazines. Asked: "Please check your influence on purchases."

51% reported DIRECT INFLUENCE

41% reported INDIRECT INFLUENCE

85% HAVE BUYING INFLUENCE

Advertising Research Foundation asked readers of an automotive publication the degree of their purchasing influence.

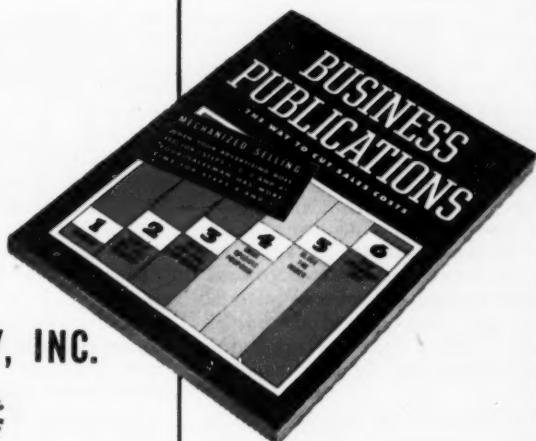
71% had DIRECT INFLUENCE

14% made RECOMMENDATIONS



643 companies—representing a cross section of the metalworking industry—reported 2,877 executives controlling the selection of new production equipment in their plants.

Eighty-one percent of these major buying influences are production and corporate management executives—men with the same titles and responsibilities as 82% of a metalworking publication's paid subscribers.





RADIO SCRIPTS

Choice of many top dealers (including regular newspaper advertisers) for a big coverage at lowest cost. Inexpensive rates allow for a continuous campaign. Check order blank to receive both 20-second and 1-minute Polaroid scripts.



NEW COLORFUL WINDOW DISPLAY

Clever 3-dimensional effect brings the camera to life in your window, really stops prospects in their tracks. Sets up in space 25" x 16".



BUSINESS AD REPRINTS

Like the ones enclosed for you to imprint and mail to your "hot" business prospects.

"Cooperative advertising can do a job for the manufacturer that no other kind of advertising can possibly do; it can talk to the

local prospect at the right time, in the right place, and in the right tone of voice."—Richard T. Kriebel, of the Polaroid Corp.

Why Polaroid Now Splits 50-50 For Every Kind of Promotion

Dealers can co-op for demonstrations . . . direct mail . . . sales literature . . . as well as the customary newspaper and radio-TV ads. Polaroid anticipates no hitches in extension of its smooth working three-year-old Ad-Scrip plan.

BY BERNARD G. PRIESTLEY

"The dealer knows what is best in local advertising."

On this premise Polaroid Corp., Cambridge, Mass., anchored its "Ad-Scrip," share-the-cost 50-50 advertising plan for dealers when it was launched three years ago.

The action was not prompted by a spirit of altruism toward dealers, although Polaroid strives to do everything possible for them. Rather, it was based on the conviction of Polaroid executives that the most effective way to increase sales is to encourage dealers to slant promotional material their own way, instead of forcing them to follow copy and rules arbitrarily prescribed by the manufacturer.

The plan having been successfully applied to newspaper, outdoor, radio and television advertising, now in-

cludes direct mail, displays, demonstrations and informative literature.

The plan was launched in conjunction with the introduction of Polaroid's unique picture-in-a-minute Land camera. (See "Polaroid Pegs Camera Debut on Key Markets Policy," SM, May 20, 1949.) Its growth has kept pace with the swiftly rising sales not only of the camera and the special films it uses, but with an increasing number of accessories.

Polaroid executives believe that the plan will prove even more successful in extended form. To increase its over-all effectiveness, a "Polaroid Co-op Sales Builders" program has been instituted to tie together every phase of the system.

Indicative of the widespread acceptance of the plan, 74 of the company's 100 top dealers in sales volume

on Polaroid cameras and accessories used it during 1951, many of them to the fullest extent under the Ad-Scrip system. These dealers are located in almost every section of the country. A surprisingly large percentage of the other dealers (now totaling more than 5,500) are also taking advantage of the plan.

Meanwhile, sales of the cameras have rocketed. The company's 1952 camera and film sales ran well above the 1951 gross of \$8 million.

Coincident with the extension of the plan, a new camera is being introduced: the Land Pathfinder. It has the same picture-in-a-minute feature as the original camera and the same size photograph, $3\frac{1}{4}'' \times 4\frac{1}{4}''$, but it is equipped with a faster lens and shutter to meet exacting professional and industrial requirements.

New phases of the plan offer for the most part projections of the same promotion, merchandising and sales ideas and methods which proved so successful in the original system. Moreover, Polaroid sales executives point out, experiences with the plan indicate beyond question that the new channels will provide a good percentage of dealers with better ways to utilize these ideas and methods to increase sales than the original ones did.

AGAIN

Something has Happened in Portland!

first

**NOW...THE OREGONIAN IS
IN CITY DAILY CIRCULATION!**

Daily and Sunday, The Oregonian is *first*! NOW The Oregonian leads in City, RTZ and Total...makes more sales of *your* products seven days every week!

**THE DAILY OREGONIAN LEADS BY 33,172
THE SUNDAY OREGONIAN LEADS BY 72,592**

Largest Circulation
in the Pacific Northwest
225,421 Daily
283,744 Sunday

the Oregonian
PORTLAND, OREGON

first

in Total Daily and Sunday Circulation
in Total Advertising Lineage
in Retail Advertising Lineage
in General Advertising Lineage
in Classified Advertising Lineage

REPRESENTED NATIONALLY BY MOLONEY, REGAN & SCHMITT, INC.

If You Want MASS



...LIKE
LUCKY TIGER

With a mass product, you buy mass markets. Mid-America is one — a mass market, dominated by farmers. You can't sell Mid-America without farm families, nor the magazine that concentrates on them alone!

Buy
Capper's
Farmer



Since the new and old phases of the plan are so closely interwoven, let's cut back for a glimpse at what made the original ones click.

The plan utilizes Ad-Scrip "dollars" of various denominations which are suggestive of the real McCoy. When a dealer orders Polaroid photographic products, he receives "dollars" amounting to 5% of the invoice. He runs a newspaper advertisement, buys radio or television time or utilizes any of the promotional material available under the system. His receipted invoice goes to Polaroid, together with Ad-Scrip covering half the total cost. Polaroid promptly sends him a check for the amount of Ad-Scrip.

Doubts Resolved

Results thus far represent a sharp contrast to the outlook for the system's success when it was instituted. "We introduced it with some private resolves to keep our eyes open for trouble," explains Richard T. Kriebel, director of public relations. "To put it mildly, cooperative advertising had not been conspicuously successful in the photographic industry. Few plans were in operation. Fewer still were working satisfactorily.

"All the usual disadvantages were cited — lack of dealer acceptance, quibbling over what should be included in the cost of advertising, too much bookkeeping, etc. Consequently, we put the magnifying glass on our own operations right from the start.

"Now we have come to a number of clear-cut convictions about cooperative advertising, at least insofar as it functions for us. Some of these convictions differ radically from the conclusions of many others. We have demonstrated to our own satisfaction that:

"1. The old bugaboo of 'too much bookkeeping' can be eliminated almost completely. Just by counting up his Ad-Scrip, the dealer can tell exactly how much cooperative advertising money he can spend. We use a simple mimeographed slip on which to record the receipt of Ad-Scrip from the dealer and to authorize immediate payment for it to him.

"2. Disputes can be reduced to the vanishing point. Currently, with many hundreds of active, dealer-advertisers, we haven't a single pending question. Nor — so far as I'm aware — have we a single disgruntled dealer.

"3. On the question of judicious expenditure of available money, we have come to the solid conviction that 'the dealer knows best.' If our experience is any clue, there has been a

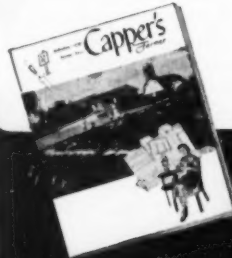
If You Want CLASS



...LIKE
Caloric

When your product costs important money, you want the people who *bave* money. Farm families are near the top. And tops among them are the readers of Capper's Farmer. They are the most prosperous farm families in Mid-America, itself the richest farm market on earth!

Buy
Capper's
Farmer



great deal of main-office snobbery on this point, a lot of smug underestimation of the dealer as a businessman.

"4. Cooperative advertising can do a job for the manufacturer that no other kind of advertising can possibly do: It can talk to the local prospect at the right time, in the right place and in the right tone of voice. Yet many manufacturers, by overzealous policing of the tone of local advertising, inadvertently lose this advantage."

At first the Ad-Script system was focused chiefly on newspaper advertising. As it was developed the company soon provided a complete service for dealers on this advertising—specimen copy, mats, halftones and lineplates, etc.—and paid half the space cost. The service had many variations such as special copy for dealers in large cities, medium cities and small cities.

Outdoor Profitable

Because results indicated fairly soon that outdoor advertising would prove more effective than newspaper advertising for many dealers, outdoor signs and posters were added to the plan. Indications proved correct. In many locations, particularly in suburban and neighborhood areas and in remote cities and towns, it was found that more prospects could be attracted at lower cost than through any other mass medium.

By encouraging outdoor advertising where it is more effective, Polaroid suggests appropriate outdoor messages. The dealer has the right to use outdoor advertising according to his needs and budget: illuminated or not, highway or railroad, painted or poster type. The dealer snaps a picture of the sign or poster with a Polaroid camera when it goes up and the company pays half the bill.

Radio and television co-op advertising were also developed. It was found that in the case of radio in particular, dealers in smaller cities could take advantage of the low rates offered by local stations and even run continuous campaigns. It was also discovered, particularly in smaller cities, that dealers could use radio spots advantageously to supplement newspaper advertising. Conversely, it was found that individual dealers advertising over the radio in large cities were generally not too successful.

At first most of the dealers followed radio scripts prepared by the company, but as time went on it was found that in radio advertising, as in newspaper advertising, the dealer could give the message a local twist,

inject the personality of his own store into it and otherwise give the message more pulling power. Under the present program, the company offers various scripts running from eight seconds to one minute, but suggests that dealers use them "just as a springboard to try their own ideas. Many of our most successful dealers write their own scripts."

Motion Picture Spots

TV advertising has a special punch when a Polaroid camera is shown in action. Consequently, sound motion picture commercials are recommended for TV spots, the films portraying a picture-in-a-minute Polaroid camera in action at home, on vacation, in any interesting place. Each film has a human-interest background; for instance, a father taking a picture of the family on a joyful holiday.

Motion picture spots run in length from 20 seconds to one minute and are prepared particularly for chain-break intervals. The company recommends that pictures, which are loaned free, be tied in directly with the dealer, advising him to ask the station to make a slide with his name and address on it, to exhibit with each running of a movie.

These films are not only effective, but in many cases they are the best advertising method for a large number of dealers when used as movie "trailers" at local theaters and tied in with dealers. This is particularly true in the Middle West.

On all types of advertising used under the plan, Polaroid has gradually gone farther and farther down the road to encourage the dealer to adapt them to his own angle, personality, store and conditions. Evidence of how far this policy is carried out is found in this letter from Camera Sales Manager R. C. Casselman, sent recently to a large number of dealers:

"We're dropping you a line to let you know how much we appreciate the outstanding job you're doing for us in advertising the Polaroid camera.

"The high quality and originality of your recent advertisements particularly flagged our attention, and we hope you will pass our compliments on to your advertising people who are responsible for putting the 'sparkle' into the advertisements.

"As you know, Polaroid advertising policy always has been to provide money and basic tools for our dealers to work with—from there on the show is all yours! Three years' experience in marketing the picture-in-a-minute camera has proved that we're right in letting our dealers run the

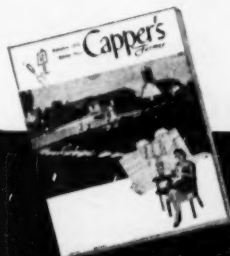
If You Want FARMERS



...LIKE
OLIVER

With a product for farmers, you want *on-the-farm circulation*. Not would-be farmers, or half-acre farmers, but those with fields to work...stock to raise...buildings to maintain. Capper's Farmer circulates 90% *right on the farm!*

Buy
Capper's
Farmer



local show by themselves.

"If you have a spare minute, we'd be very much interested to hear specifically what sales response you've been getting from your Polaroid advertisements, and we'd welcome any suggestions or criticisms you have to offer for improving our mat sheets and other advertising material."

Proofs of the worth of the policy come in every day. Dealers not only follow such a course individually, but in various cases they've started to do so in teams. This is enthusiastically encouraged by Polaroid. And well it might be, judging from an experience in Oakland, Cal.:

Eleven photographic dealers in that city cooperated in a plan to lick the high cost of running large-size advertisements in a big city newspaper. They formed an association called East Bay Camera Stores, Inc. Under that name they co-sponsored a series of 20-inch Polaroid camera advertisements in the *Oakland Tribune*. The idea worked out successfully and will be repeated. Polaroid paid half the cost of the insertions and the dealers split the other half 11 ways.

"Another proof—when it comes to local advertising—that 'the dealer knows best'!" says Kriebel. He points out that much of the material Polaroid urges dealers to utilize to increase sales represents the best promotional thoughts of the dealers themselves. These thoughts figuratively go into a giant, perpetually-boiling cauldron, and as fast as they crystalize they are returned to the dealers in one form or another. (See "What's Behind Polaroid's 'Dealer-of-the-

Year' Award," *SALES MANAGEMENT*, September 15, 1952.)

This same policy will be followed to push new phases of the Ad-Scrip system. In fact, the sales ammunition emanates from the same cauldron. New phases of the plan are presented graphically to dealers through a "Polaroid Co-op Sales Builders" package, the envelope of which states in prominent lettering: "HERE IT IS—THE NEWS YOU'VE BEEN WAITING FOR!!"

Clipped to the front cover of a folder inside the envelope (The folder contains separate leaflets in color, announcing advantages the new phases of the system offer to the dealer.) is a letter from J. H. Booth, executive vice-president. It points out that the contents explain "everything we've wanted to do for you for over two years, to help you sell Polaroid products—and you'll find in it the long-awaited news that every dealer can now have the cameras he needs. No more allocations!" The message adds in part:

"This Sales Builders program invites you to spend our money—not just on advertising as in the past, but now on everything you do: store demonstrations, direct mail, displays, literature—the works. . .

"There's something here for every store—large or small, big city or small town. . . Keep the folder intact for year-round use. We'll keep it up to date for you."

As the leaflet on the new demonstration phase of the plan states, Polaroid—for the first time—stands half the cost for demonstration pic-

tures, either inside the store or on the prospect's premises. The dealer takes the prospect's picture, or urges the prospect to take his own. In a minute the photograph is ready to show.

The dealer saves the tabs—the negative paper—from each demonstration picture. When he has a few dollars' worth, he mails them to Polaroid, together with Ad-Scrip amounting to half the total cost. His Ad-Scrip is cashed promptly.

A Chance to Chisel?

A chance here for a dealer to chisel? The tabs show accurately whether the photographs were taken in demonstrations or, for instance, for family use.

This simple procedure is far from all there is to the demonstration angle of the enlarged plan. On request, Polaroid will lend the dealer a complete floor demonstrator: picture-taking stand, Polaroid camera, two-light flood or electric flash unit, picture mounts, background cloth and stand, sign and easy-to-follow instructions.

The leaflet advises use of the demonstrator at church fairs, charity functions conventions, dances and parties, business meetings, receptions etc. "For this kind of demonstration the leaflet points out, 'the floor demonstrator is ideal. . . You always can sell the film and your services and make a profit on the operation—and you can invariably contact prospects at gatherings such as these.'"

For special demonstrations or promotions in the store, the company offers a "Free Picture Promotion Kit" containing window streamers, counter cards, lapel picture buttons, newspaper mats, a 60-second radio spot script, a 20-second radio spot script and 100 giveaway picture mounts.

Why has Polaroid gone so far to offer demonstration material? The answer is the same as that for other promotional channels: because dealer experiences have proved that demonstration is an outstandingly successful means of selling cameras and accessories.

The direct mail leaflet in the "Sales Builders" kit explains that Polaroid even shares half the postage bill under that phase of the plan. The leaflet announces: "NOW—FOR THE FIRST TIME—you can use Polaroid Ad-Scrip to cover costs of direct mail promotion! For over three years, Polaroid has been testing various direct mail approaches, sometimes in mailings sent directly to prospects from our Cambridge offices, other

**FREE BALLOONS FOR CHILDREN
PROMOTE MAN-SIZE BUSINESS**

**BUILD
GOODWILL**

**INCREASE
SALES**

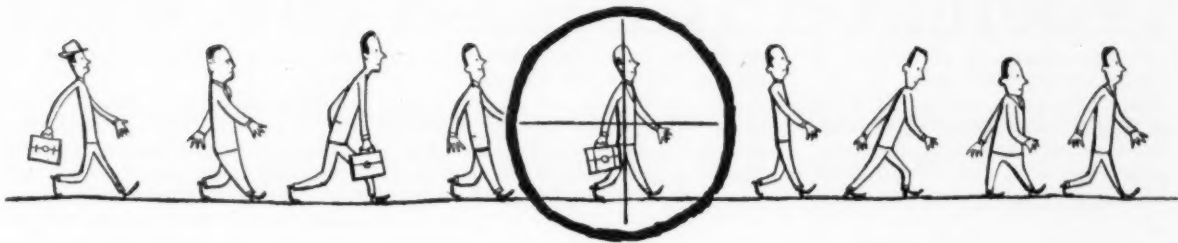
**ATTRACT
CUSTOMERS**

CREATE THAT FESTIVAL AIR!

GIVE AWAY IMPRINTED EAGLE BALLOONS

EAGLE RUBBER COMPANY, INC. ASHLAND, OHIO

The target that never stands still!

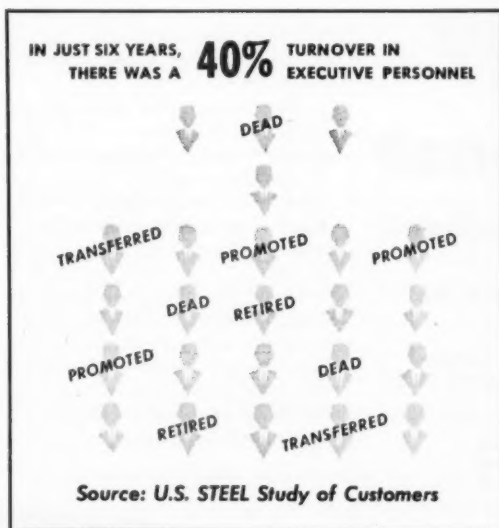


When you're shooting for sales in industry, you're trying to hit a moving target.

The men we are selling today are not the same men we sold yesterday—nor are they the same men we will be aiming at tomorrow.

We all know this. But perhaps we haven't realized just how fast the industrial sales target moves.

Here is what a six-year study of one corporation revealed:



Here's another case. Recent studies of the metalworking industry in Erie, Pennsylvania showed that, in a three-year period, 56% of the companies had placed new men in one or more top positions!

Promotions, deaths, retirements, and transfers cause a surprising rate of change. There is always a crop of new men coming on to fill jobs of greater responsibility—taking the places of the men who have moved out of the picture.

But the target moves in still another way. It keeps getting bigger. The metalworking industry, for example, doubled its volume from 1940 to 1950, when production hit \$81.5 billion. Since then the figure has climbed to \$106 billion. By 1960, this world's largest industry will top \$120 billion in sales.

Making your sales keep pace with industry calls for a bigger selling job today . . . and one of your soundest aids will be a consistent advertising program prepared and carried out by your advertising agency. These men know how to keep sales-stimulating information flowing out to your markets—hitting not only today's buying targets but also educating and winning over the younger men who will move into the buying positions in the years ahead.

The target never stands still. We must move and grow with it.

THE PENTON PUBLISHING COMPANY
PENTON BUILDING • CLEVELAND 13, OHIO



times through selected retail test stores. In addition, we have been carefully noting and checking results of hundreds of mailings made by Polaroid camera dealers throughout the country."

Tested letters and literature are offered under the direct mail phase of the plan. Regarding the letters, the "dealer knows best" policy is again applied; the leaflet stating: "Use one of the Polaroid sample letters—modified as you wish to fit your store's own personality, or to tie in with seasonal, holiday or gift opportunities. Have

the letters run on your own letterhead by a first-class letter service. Insist on a clean, neat job! Careless, unattractive letters and envelopes will not bring results."

The company pays half the cost of these mailings, including postage. It will also handle the whole mailing for the dealer, including addressing and postage, and pay half the cost.

The dealer can use direct mail, or any other phase of the co-op plan, to push Polaroid's Insured Free Trial Plan to promote sales of the cameras. Under this plan the dealer offers the

prospect a camera, exposure meter and two free rolls of film for a one-week trial. Polaroid insures the cost of the camera and provides one of the two films given to the prospect. The insurance covers damage to the camera while it is tested. The company does not, however, assume responsibility for loss or theft of the camera.

"Wide use of this plan over the past two years," states the leaflet, "has proved that the insurance feature is the heart of the appeal. Many free trial offers fail because the average person doesn't want to take the responsibility for possible damage. Too many people feel they'll be forced to buy something if a scratch or a nick turns up."

In the display section of the plan, the dealer is offered a large variety of window and interior exhibits. The newest is a complete animated demonstrator unit built around the back of an actual Model 95 camera. A picture lights up, showing a snapshot being taken, then a line illuminates, stating "60 seconds later."

The Display Deal

Cost of this display is \$60 and Ad-Scrip can be used to pay half the amount. There is also a turn-in value of \$15 if the dealer wishes to replace the display with a new one at some future time.

Additional display material includes lighted dealer signs at \$10 and authorized dealer emblems at \$4, with Ad-Scrip paying half the cost in both cases. A comprehensive line of window streamers and counter and window cards is offered without charge.

Under the literature phase of the plan everything is free except that Polaroid makes a nominal charge of 30 cents per hundred for imprinting the dealer's store name, address and telephone number or slogan on the various pieces.

SELL THE
Nation's **2nd** *Drug City*



and all of
Florida's Gold Coast
—thru a single, low-cost medium!

★ **Greater Miami — Heart of the Gold Coast — is 2nd in the nation in per capita drug sales*.**

★ **The big, booming Gold Coast Market — spends 48 million yearly on drugs — tops a billion in retail sales — has doubled in number of business firms since 1944.**

You can sell 830,000 Gold Coast residents plus a whopping tourist audience at amazingly low cost thru the blanket coverage of The Miami Herald. See your SB&F man, today.

* American Druggist



JOHN S. KNIGHT, Publisher
STORY BROOKS & FINLEY, National Reps.
Affiliated Stations — WQAM, WQAM-FM




Parents'
goes to 1,500,000
guarantee with Sept. '53 issue
— no increase in base rate!
100% among biggest-buying families with children!
THIS SEAL UPS SALES!

How BIG is the LIFE market?

The market LIFE reaches with a single issue (11,880,000 households*) is big enough, all by itself, to consume the entire yearly production of most brands, many manufacturers, many entire industries.

**From A Study of the Household Accumulative Audience of LIFE (1952), by Alfred Politz Research, Inc.*



For example, in shampoo:

If, this year, one family-sized package of shampoo were bought each month by the households reached by a single issue of LIFE, sales to this group alone would be far greater than total 1951 sales of all shampoo brands combined.



And in brushless shaving creams:

If, this year, the makers of brushless shaving cream sold one 59¢ container every third month to the men in each household reached by one issue of LIFE, sales to this group would far exceed the total 1951 sales of *all* brands combined.

Because of LIFE's bigness, and because of LIFE's powerful local impact:

Drug-and-toiletries advertisers last year invested \$11,605,957 for advertising in LIFE—over \$4,000,000 more than in the next leading magazine. (Source: P.I.B.—gross figures.)

To back up their investment, these advertisers bought nearly 2,000,000 pieces of point-of-sale material for tie-ups in retail stores. In addition to regular use of these tie-ups, drug retailers—chain and independents—staged 933 store-wide “Advertised-in-LIFE” promotions.

LIFE

The most powerful medium for drug advertising . . . and drug merchandising

How to Put Warmth and Friendliness Into Your Letters

No. 2: The Collection Letter*

BY ROBERT E. SMALLWOOD

All of you who read books on letter writing know how often you are told to "be yourself." As one expert puts it, you should "get into the envelope and seal the flap."

This isn't bad advice if it means to relax, to be natural and to write or dictate in simple, everyday language. However, if you do "get into the envelope," be mighty sure your prospect is in there too. For he is the one who counts. It is his interest—and his interest *only*—that deserves consideration.

Thinking of the other fellow makes a good driver, and it makes a good letter writer. In dictating, for example, many think first of their own interests. And when they are sure that they are right, it shows through in their letters. When a prospect is involved, it is not a question of right or wrong. Your prospect's point of view always should be permitted to dominate.

For example, several weeks ago we received the following letter:

Gentlemen:

I received some literature from you about a booklet on selling. I do not wish to buy this booklet at this time but I want to advise you that you could take some tips yourself on selling. Several years ago I wrote you about taking out a subscription to your magazine. I was advised curtly that your subscription list was closed. That kind of selling does not make friends.

Yours very truly,
Sales Manager

The SALES MANAGEMENT letter referred to was one used during the war, when an acute shortage of paper forced us, and most other publishers,

*(This is the second of a group of articles on "How to Put Warmth and Friendliness into Your Letters." The first appeared in SALES MANAGEMENT for January 15. Another will appear March 15.—The Editors.)

to decline a great many subscriptions. It read as follows:

Dear Mr. Brown:

Thank you very much for your letter of the 9th.

Your interest in SALES MANAGEMENT is earnestly appreciated, and it is with regret that we tell you it is not possible for us to enter your subscription at this time.

As you perhaps realize, we—like other publishers—are having difficulty in getting all the paper we need. Indeed, it is quite impossible for us to print the number of copies of SALES MANAGEMENT that would be required to meet a steadily increasing demand. We have been forced, much against our desire, to hold our circulation down.

It is distressing to tell you this, Mr. Brown, and I assure you we are anxiously awaiting the day when we can serve you and all our other good friends.

Cordially yours,
SALES MANAGEMENT

Well, who was right? The prospect, of course! Curtly or otherwise, he was turned down and, being human, that is all he remembered. We wrote to him as follows:

Dear Mr. Brown:

Thank you sincerely for your letter of the 15th.

I am sending along a subscription blank and earnestly hope that we are to have the pleasure of reaching you with SALES MANAGEMENT during the next twelve months.

It is true that during the war, when we simply could not get sufficient paper to meet the demand for our magazine, we found it necessary to decline a great many subscriptions. How-

ever, everyone in this department was cautioned to fully explain the situation and to apologize for our inability to serve a prospective customer.

If by some mishap you received a curt letter from us, Mr. Brown, I hasten to give you this belated apology. Certainly, we do appreciate your interest in SALES MANAGEMENT.

Cordially yours,
SALES MANAGEMENT

Now there isn't anything outstanding about these letters. But they do have a touch of humility. They show consideration for the other fellow's viewpoint. As a result, Mr. Brown now is a SALES MANAGEMENT subscriber, and we hope he likes us as much as we like him.

Another thing the experts tell us is to "talk" our letters. They suggest that if we imagine our prospect is sitting across from us, we will be more conversational in our dictation. Maybe it also would help if we would spend just one minute in silence thinking about our man before writing to him. Then we might get more appeal to his interests into our letters.

Admittedly, it is difficult to see the other fellow's side when he owes you money. But the hard fact is that here, too, a selling job must be done. The task is to combine friendliness with firmness. And even the last-resort letter can have an over-all tone of courtesy and good will.

Most organizations make the first letter in the collection series as innocuous as possible. Note the casual reminder nature of The Economy Company's first letter to past-dues:

Dear Mr. Smith:

When an account runs past the due date, we find that many of our customers appreciate a brief note reminding them so that they may remedy the oversight.

Your check in an early mail will be an appreciated courtesy.

Sincerely yours,
The Economy Company

Nothing to take offense at there,

SALES MANAGEMENT

This Letter Succeeded . . . because

Dear Mr. Brown:

I always look over the accounts that our Credit Manager is contemplating sending to our Attorney for collection.

Occasionally I find among them customers who have been friends of this House for many years, and other are new customers who may not be familiar with our long record of fairness and honesty.

I am reluctant to permit the use of drastic measures in effecting a collection for we do not want to create ill will, and I am sure you don't regard such action as necessary to bring a settlement of an honest debt.

There must be some good reason then, why you have not paid or made arrangements to pay. If we have done or said anything that hasn't seemed right, won't you please write me personally and accept my apologies?

I have borrowed your account for a few days and will hold it on my desk while I make this personal appeal to you. So please let me hear from you and, if you can, enclose at least a payment on account.

Sincerely yours,
THE STANDARD REGISTER COMPANY
Treasurer

P. S. An addressed envelope is enclosed for your use.

—it let the customer know at once that he was at the end of the line.

—it established a friendly contact in the second paragraph.

—it acknowledged that the Company might be at fault.

—it implied a strong sense of urgency with "I have borrowed your account for a few days and will hold it on my desk while I make this personal appeal to you."

—it provided a stamped return envelope. Many find it hard *not* to use a stamped envelope.

but it still does the job of reminding the customer that a check is due. Now notice the care taken by New Process Fibre Co. to give the customer an "out" in this thoughtfully-written collection letter:

Gentlemen:

We realize how busy these days are and in the rush of trying to get things done, some are apt to be overlooked. That is what we believe has happened to our invoice of June 25th, amounting to \$80.45.

We will appreciate it very much if you will send your check for this. Rising costs and the necessity of carrying larger stocks due to the delays in deliveries from manufacturers, have sharply increased our investment in merchandise during the past several months. We know you will appreciate our position and be glad to cooperate. Thank you!

Sincerely,
New Process Fibre Co.

And even when an account is beginning to age, The Shelby Salesbook Co. manages this moderate view of the situation:

Gentlemen:

Time passes so quickly that it is difficult to realize that our invoice of October 4th amounting to \$59.02 is now quite a bit past due.

No doubt you have just overlooked sending us your check, and if this is the case don't bother to write us a letter of explanation. We understand how such things happen.

Just attach your check to this letter and send it to us by return mail. Thank you.

Yours very truly,
The Shelby Salesbook Co.

Edward Weck & Co. made friendship the theme of a letter which resulted in an appreciative note with almost every check. This letter is pretty convincing proof that even a collection letter can enhance that

precious intangible—"good will":

Dear Mr. Johnson:

Building and maintaining hospital friendships is the most important function of our business. I would not for the world mar our friendship with you by pressing beyond your convenience for payment of your account.

My object in calling your attention to the December balance of \$122.00 is to obtain a check for that amount if it is convenient.

When replying do not hesitate to call upon us to help solve any problems in regard to supplies or instruments which may have arisen.

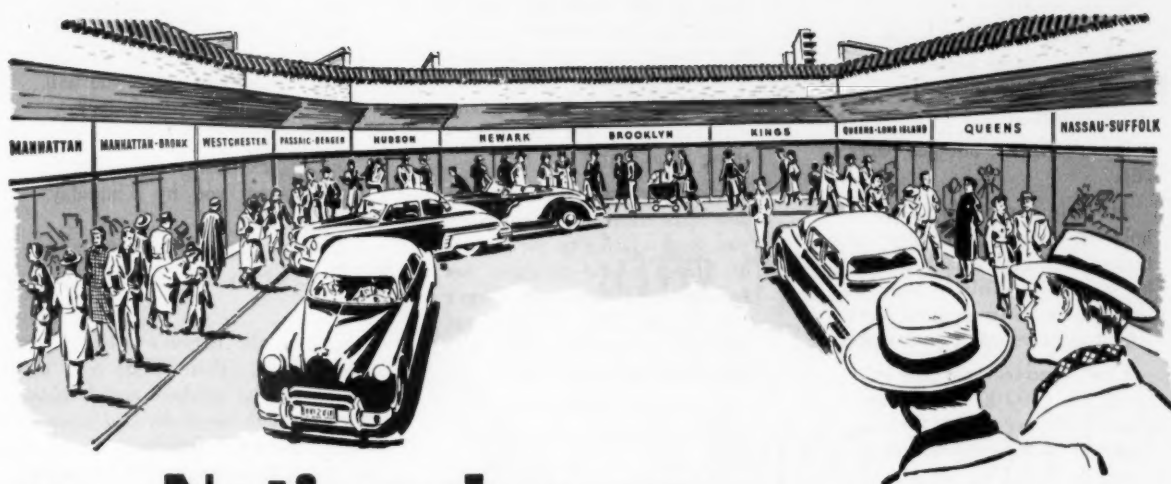
Cordially yours,
Edward Weck & Co., Inc.

It is possible to take the sting out of a collection letter by putting personality and humor into it. That is done in this now famous "Elmer" letter:



New York Sunday News Section circulation & percent family coverage

Full Run	3,947,424—total city, suburban, and country
Country	1,615,541—outside New York City and fifty mile zone
City & Suburbs	2,331,883—59.0%, in New York City and fifty mile zone
Split Run	1,165,942—29.5%, every other copy in New York City and suburbs
Manhattan	1,090,085—59.9%, in Manhattan, Bronx, Staten Island; suburban New York, Connecticut and Northern New Jersey
Manhattan-Bronx	656,237—59.5%, in Manhattan, Bronx, Staten Island
Westchester	147,454—60.4%, in Westchester, Fairfield and Putnam counties
Brooklyn	943,619—62.2%, in Brooklyn, Queens, Nassau and Suffolk counties
Kings	431,614—54.2%, in the borough of Brooklyn only
Queens-Long Island	512,005—70.9%, in Queens, Nassau and Suffolk counties
Queens	312,042—67.6%, in the borough of Queens only
Nassau-Suffolk	199,963—76.8%, in Nassau and Suffolk counties
Newark	310,132—49.1%, in Newark and adjacent Southern New Jersey counties
Passaic-Bergen	177,303—60.9%, in Passaic, and in Bergen and Sussex counties
Hudson	109,091—63.3%, in Hudson county, except Arlington, East Newark, Harrison and Kearny



Now National advertisers can go Local—in New York!

For the advertiser who prefers to sell the New York market piecemeal, the Sunday News packages its circulation in fourteen Sections.

With a single Section, you can put your message before three-fifths of Brooklyn... or win Westchester with 60% family coverage... concentrate on Long Island's rich Nassau and Suffolk counties... polish off Passaic-Bergen in N. J., Manhattan, Newark, Hudson County, Kings, Queens, or Queens and Long Island... get half coverage of the metropolitan area in Split Run... or use the economy size City & Suburbs package.

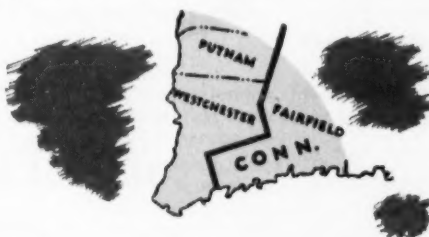
The News Sections have been outstandingly successful vehicles for local advertisers, sold all types of merchandise, in all price ranges in

3) test the products, copy and promotion programs in a big but representative portion of metropolitan market

4) spread a budget or schedule

5) reach more families than in any other medium—and at lower cost!

Besides the local Sections the national advertiser has his choice of the Country package, all the circulation beyond New York City and suburbs—and Full Run, more than



profitable volume. As local media, the Sections permit the national advertiser to:

1) do an intensive local advertising job in one part of the market at a time

2) put on special promotions, with localized sales and appeal

3,940,000 circulation, for a star-spangled New York and national effort in America's largest circulation newspaper!

Whatever your selling problem, one or more of the Sunday News Sections will fit your needs... deliver more sales, cash, and prospects... move more customers' minds and merchandise at less cost. For full facts—ask the Advertising Department, any office.



No, Mr. Smith --

... that little paper clip up in the left-hand corner hasn't been left there by a careless stenographer.

That's Elmer, our pet paper clip.

His sole purpose in life is to hold two pieces of paper together. But Elmer has enlarged his scope of usefulness and has accepted two very definite tasks which we have asked him to do.

One ... to securely hold your check for \$000.00 to this note, which will clear up that little account we've talked about and—

Two ... by so doing, bind the friendly relationship which has always existed between yourself and us.

Will you return Elmer with your answer, please?

Sincerely,
Klitten & Thomas

P. S. Elmer, you know, is our credit manager, too!

Even when the account becomes seriously overdue, it still is possible to approach the customer without evident pressure. Onox, Inc., shows us below how indirect pressure can be applied:

Dear Mr. Brown:

Our cashier says, "This is getting serious,"—but I don't believe it, as I never knew a company in good standing which would go back on its debts.

However, I would like to know about when we might expect payment.

Tell us, won't you please, so that we can ease the cashier's mind?

Sincerely yours,
Onox, Inc.

Does the last-resort letter have to be bitter? Lee Clay Products Co., in the letter below, makes a stern appeal for action without saying a single word to which a customer could take exception:

Dear Mr. Smith:

Certainly, Mr. Smith, we

want to take no action toward collecting your account which may cause you more expense and inconvenience. Our relationship has been too long and pleasant for us to think of anything like that.

However, we have written you three times and telegraphed you once relative to the invoice of March 5 and no reply has been received from you. Won't you please, Mr. Smith, put yourself in our place and consider how you would feel?

I refuse to believe that you are entirely indifferent to the account but, in the absence of any word from you, we are left to draw our own conclusions.

If it is utterly impossible for

you to pay the full amount of \$379.45, won't you please send us at least \$200.00 on account and let us know when you will take care of the remainder?

This is Friday, June 26, and we are expecting some sort of reply from you by Thursday, July 2.

Sincerely yours,
Lee Clay Products Co., Inc.

One of the nation's better letter specialists says that "Good copy originates in the product and is channeled through the heart and mind of a man who has a feeling for words—and for human beings." Next month, we shall try to give you a few direct sales letters which measure up to this definition.

Pick Your Line-Leaders When You Have a "Sale"!

So says Ekco, and with good reason. A "special" on the firm's popular kitchen tools sold a 22-month normal output in 33 days. But it also hiked volume on other items in the line over 100% before, during and after the drive.

Based on an interview with **JOHN G. BROOKS**,
Vice-President in Charge of Houseware Sales, and
MAURICE B. COSSMAN • Advertising Manager,
Ekco Products Co.

If you want to get rid of your dogs, take them to the dog pound.

Whether your particular "dogs" are furnace shaker handles, bottle caps or gray iron castings, don't expect to sell them by building a promotion around them.

Instead, build your promotions around the "hottest" items in your line—those in consistent demand—and enjoy the sight of busy salespeople, stock men and zooming black figures on the sales chart. The "dogs" may ride along.

This philosophy has paid handsome

dividends to Ekco Products Co., Chicago, one of the largest manufacturers of housewares. In a late fall, 33-day promotion of Flint stainless steel kitchen tools, high-end merchandise, and three open-stock items, the Ekco people sold about a 22-month normal production. In addition they saw:

Balance of Flint items which had no price break increase over 100% in the 90-day period before, during and after the retail sale.

Salesmen make all quotas, with 102% of quota, nationally.

Sales of the three items continue in

Right into the living room!



That's where *Electrical Dealer's* Distributor Salesman's Edition goes. It's *home delivered*.

And that's where your sales story goes when you put it in this magazine — right into the homes of nearly 9,000 appliance-TV-radio distributor salesmen — one of the most important sales groups in America.

These are the men who are the final representatives between you and all of your dealers. The more they know about your products and policies, the better chance you have to improve your dealer distribution.

The distributor salesman's section in *Electrical Dealer* provides the only material in the U. S. edited exclusively for these men. Take a look at this section. (If you don't have a copy of *Electrical Dealer*, we will be glad to send you one.) Note how our editors cover subjects of interest only to dis-

tributor salesmen. Many of these subjects are the same subjects that come in for long discussions in manufacturers' sales departments.

Put yourself in the place of a distributor salesman. Would you be interested in getting this kind of help? Would you read this special section? We think you would — as thousands of these men are doing — in their homes — at their leisure.

Here is the place to keep your sales story — in *Electrical Dealer* — every month. *Electrical Dealer* delivers *Readers* — nearly 9,000 distributor salesmen — 29,000 leading appliance, radio and TV dealers — and every electrical appliance distributor in the country. *ED* is the only magazine that covers *all 3* important sales groups. The Haywood Publishing Company, Chicago, Illinois.

ELECTRICAL DEALER

Chicago 11, 22 East Huron Street

THE APPLIANCE • RADIO • TV • SALESMAGAZINE



Cleveland 15, 1836 Euclid Ave.
New York 17, 101 Park Ave.
McDonald-Thompson...
San Francisco, Dallas
Los Angeles, Seattle

direct proportion to other items in the line, indicating that no inventory was left in dealers' stores.

Sales came within 2% of their projection of sales expectation. Production had been building up for eight months in preparation for this promotion.

Over 4,000 new dealers take on the Flint kitchen tool line. This was done by factory salesmen who organized wholesaler meetings and detailed stores with wholesaler salesmen.

How did all this come about? John G. Brooks, vice-president in charge of houseware sales, decided early in 1952 that it had become "necessary to launch a promotion involving price breaks for dealers." Consultations with Ekco customers (department stores and wholesalers) revealed this fact plus the possible solution: "Instead of promoting slow-moving merchandise, if we could periodically give the customer promotions planned around nationally-advertised lines, we could do them—and ourselves—a lot of good."

Flint kitchen tools retailing at \$1.95 each were the most successful of Ekco's houseware lines. The three most popular items in that line—slotted mixing spoon, hamburger-pancake turner, and a six-place steel wall rack—were selected for the promotion. The Fair Trade price was changed for one month from \$1.95 to \$1.29 retail, but allowed full markup for the dealer.

"All we did to save expenses," says Brooks, "was to bulk-pack a dozen in a carton instead of wrapping each piece individually."

Customers were given the opportunity to buy 60 days in advance of the first advertisement announcing the price cut to the public. The offer was made to authorized Flint kitchen tool dealers provided they used one of the company's display cases. To share in the promotion, new dealers were required to buy an Ekco-Flint kitchen tool display fixture. This fixture was sold as part of a specially-priced merchandise assortment for \$124.87, about \$10 less than the same merchandise would cost if it were not bought during the promotion.

The case itself, when not used for promotions, cost \$31.59. Merchandise included with it: six egg beaters and one can opener with a total retail value of \$31.59. By the time the merchandise is sold, the case hasn't cost the dealer anything.

According to Brooks, one distributor reported sales of 11 of the \$125 assortments during the first two days his salesmen had the offer. Another distributor had such early success with the promotion that he ordered \$9,000 worth of Flint kitchen tools for use during this period. This order alone was equal to one-third of his purchases of all Ekco lines during 1951.

Before the first national advertisement appeared, Ekco conducted a successful test promotion in eight cities last spring, thereby giving the company a formula to follow. "The first two weeks' results will indicate well in advance your quota setup," says Brooks, "and the figures usually are so accurate that now we wouldn't think of running a national promotion unless it has been thoroughly tested

at the local level."

The first national advertising appeared in the September 28 issues of *This Week* (distributed through 31 metropolitan newspapers) and *Parade* (34 cities), plus 15 big-city newspapers which do not carry supplements in their weekend editions. The second large-space advertisements appeared in the October 12 editions of the same media. More than 2,000 small dealers requested mats for use in their local newspapers. These were run at their own expense. Almost every major department store maintaining a kitchenware department tied in with the national advertising.

Distributors were supplied with advertising kits to pass on to their dealers, who were assured that they were tied in with Ekco's "million-dollar advertising campaign." The company actually spent that amount for advertising during 1952.

As soon as the promotion on the price decrease started, Ekco's 100-man sales organization began to detail retail stores, accompanied by wholesaler salesmen. They took orders for Flint kitchen tools and new display cases. Wisdom in selling was indicated by results of a sample survey in each sales territory to determine remaining inventories on the promoted items. The salesmen found no "distress merchandise." Dealers did not demand that merchandise be returned.

What has this accomplished?

1. It has upped 1952 figures approximately \$6 million over 1950.

2. It has spurred the sales department on to the \$50-million mark in 1953.

3. It has shown the company how success can be achieved by promoting popular items rather than slow-moving merchandise.

Brooks attributes the success of the Flint kitchen tool line promotion to the fact that it gave dealers a price leader on a well known line in the kitchen tool field. "Everybody knows that stores are continually on the lookout for promotional items," says he. "Usually they are forced to turn to secondary lines for promotional items. It looks as if our plan to give them a controlled price break on the top-selling line is just what the stores want."

Now in its 65th year, the Ekco Products Co. never has shown a single quarter in the red, despite two world wars and a serious depression. Known as the Edward Katzinger Co. before the turn of the century, main products were commercial bakery pans. About the time of World War I the company expanded activities to sell home



POLICY DEFINITIONS: Sinclair Weeks, newly appointed Secretary of Commerce, met the Society of Business Magazine Editors in late January, to outline his program for economy in government, to speak in behalf of the Administration's determination to take the Federal Government out of private business.

LIMITED TIME ONLY!

SAVE 66¢ EACH

ON THESE FAMOUS

FLINT Kitchen Tools

\$1.29 each

REGULAR PRICE \$1.95

BUY ALL 3 PIECES SAVE \$1.98

FLINT KITCHEN TOOLS

Let's face it, the days of a flint, when, for the first time, you can get for more than 100 years of flint kitchen tools in a special price. Start your flint set with these two flint tools and the stainless steel spatula—then add another handy and handsome flint tool every month. Made of safety steel by safety engineers. Flint Tools are so good they're guaranteed.

For 10 years, flint now is the perfect time to start your set—and save! Whatever the business you are in.

WEDDING PRODUCTS COMPANY, CHICAGO 27
 Also 1001 N. Lincoln St., Chicago 27, Illinois

Available everywhere you see this ad displayed. Watch for it!

APPROVED GREAT PRODUCTS BY EKCO THE GREATEST NAME IN HOUSEWARES

AN 8-CITY TEST campaign helped to set the advertising pattern, provided a pre-check on local-level promotional plans.

baking equipment to housewives through chain stores.

In 1929 Katzinger acquired A & J Manufacturing Co., Binghamton, N.Y., and loaded it, lock, stock and barrel, on freight cars for shipment to Chicago. The cars were en route when the stock market collapsed. Undaunted, the company adopted this philosophy: "Business will come to those who forcefully and aggressively go after it!" Results: \$8-million before World War II; \$36-million in 1950; \$43-million probable tally for 1952. The sales department intends to break the \$50-million mark in 1953.

FEBRUARY 15, 1953

All business is specialized



...and nothing specializes on your business like your business paper

This canny young fishmonger picks his customers for a sure sale. He *specializes*. Just as you do, in your business... and in your business reading. This business paper of yours specializes on facts that touch your profits, affect your products, solve your problems. It gives you a crew of specialists to round up news, analyse new techniques, dig up data on what-works-and-how... with a single-minded concentration on *your* particular field. Read it regularly... cover to cover... editorial and ad pages... for news, ideas, and where-to-buy-what. It does a job for you that *nothing* else does!

This business paper in your hand has a plus for you, because it's a member of the Associated Business Publications. It's a *paid* circulation paper that must *earn* its readership by its quality. And it's one of a leadership group of business papers that work together to add new values, new usefulness, new ways to make the time you give to your business paper still more profitable time.

NEXT ISSUE you'll be reading about...

A 7-Way Policy for Building A Happy and Productive Sales Force

By Robert L. Temple
 Industrial Sales Manager
 Republic Supply Co. of California

SALES MANAGEMENT

One of a series of advertisements prepared by THE ASSOCIATED BUSINESS PUBLICATIONS





THIS IS IT: Designed after careful research into consumer wants and needs, this unit reduces the space required for showing wallpaper from as much as 70 feet to 7 feet. Color spectrum on the display board shows 10 basic color groups from which the shopper chooses the one of her preference. Then she lifts the corresponding color tab divided in the catalog, finds a complete selection. Research and production by W. L. Stensgaard and Associates, Inc., display builders.

United Wallpaper Makes It Easier For the Lady to Buy

A new "Wallpaper Decorating Center" eases dealer problems too. Gone is the old heterogeneous sample book. In its place has come presentation and organization keyed to fact that 9 out of 10 start with a basic color in mind.

For the first time in the history of the wallpaper industry a modern method of choosing wallpaper easily and comfortably from hundreds of patterns grouped by background colors is being offered to American homemakers in a new "Wallpaper Decorating Center."

Developed, after two years' research, by United Wallpaper, Inc., Chicago, one of the industry's largest manufacturers, the Wallpaper Decorating Center is designed for streamlined selling of the company's two brands: United and Nancy Warren wallpapers.

From a survey of hundreds of housewives United Wallpaper learned that 91% have a preferred basic color in mind when they shop for wallpaper. When asked what difficulties they had in selecting wallpaper under present merchandising methods, the women

complained of the following:

1. Difficulty in finding preferred background colors.
2. Confusion resulting from mixture of colors in sample books.
3. Incomplete selection in any one book.
4. Lack of decorating assistance from sales personnel or from sample books.
5. Too much time spent in finding the right patterns and colors.
6. The "chore" of lifting dozens of heavy sample books off and on the table.

Shoppers now can make their selections in minutes rather than hours. Occupying less than seven square feet of a retailer's floor space, the Center is a self-serving unit that attractively displays over 500 patterns, all grouped by background color.

Key to the Center is a "color

spectrum" on the display backboard, which shows that wallpaper samples are arranged in 10 basic color groups. From this color spectrum the shopper chooses her preferred color group, lifts the corresponding color tab divider in the sample book and finds a complete group of patterns in the basic color and tones she wants.

Although similar in appearance and operation, the United Decorating Center and the Nancy Warren Decorating Center each feature a different group of wallpapers as well as special sections of new matching wallpapers and fabrics. While each is a permanent store fixture, periodic refills of new patterns and colors keep it up to date. A patented locking device enables retailers to keep wallpaper samples clean and orderly at all times.

Nothing has been left to imagination. The shopper is guided through every phase of her decorating project. Small samples of "texture effects" and "miniature prints" papers, convenient duplications of styles shown in the complete collection, are bound in separate books which are placed on the backboard of the unit, making it easy for the customer to choose samples and test them against her

SALES MANAGEMENT



Why change the subject..



when you can be the subject?

When your home product ad runs in the WOMAN'S HOME COMPANION, it reaches more than 4,300,000 women already in a home-and-family mood.

The subject on *your* mind is the subject on *their* minds. That's why they read the COMPANION in the first place: to learn more about the care of their homes, their husbands, their personal

appearance . . . and above all, their 4,188,000 children. Which, incidentally, is the largest juvenile market offered by *any* women's service book. Ads and service articles in the COMPANION are not competitors. They're good companions. Doesn't it make sense to tell your story where women are *genuinely interested* in what you have to say?

In the Woman's Home Companion, home products
(CURRENT CIRCULATION MORE THAN 4,300,000)
are the subjects on the reader's mind

THE CROWELL-COLLIER PUBLISHING COMPANY—PUBLISHERS OF COLLIER'S, THE AMERICAN MAGAZINE, WOMAN'S HOME COMPANION

FEBRUARY 15, 1953

93

wallpaper selections. There are special pockets for place markers, selection slips, pencils, literature and even shelves on each side for the customer's handbag and packages.

On the back of each sample is a complete decorator check-chart, suggesting uses in various rooms and with different periods of furniture. Specific recommendations for harmonious pattern selections are printed on the back of these sheets.

All wallpaper shown in the Decorating Center are guaranteed to be washable and fadeproof. The customer is told in writing that she is entitled—without charge—to a second selection of equal cost if she isn't satisfied with her original choice after it is on her walls.

According to E. W. Ream, vice-president and general sales manager of United Wallpaper, the Decorating Center represents the most important wallpaper merchandising change since sample books were introduced 50 years ago.

"To accomplish this change," Ream says, "United Wallpaper personnel has been aided by two of the nation's outstanding merchandising and distribution consultants. Upward of \$100,000 has been spent in retail studies and development work during the past two years in order to insure the soundness and workability and customer acceptance of this modern merchandising method.

"We have talked with many American housewives to determine their desires, preferences and requirements in the purchase of wallpaper. We find they know what they want, and we are giving them what they want."

To graphically introduce the new idea to distributors and retailers, United Wallpaper has a full-color motion picture. Titled "She Knows What She Wants," it features Elyse Knox, with Bill Goodwin.

Dealers pay a nominal fee for the Decorating Center, but through a fair merchandising deal, it pays for itself as wallpaper is sold.

How Do Users Rate Atlantic's 'Advertorials'?

Top management is confronted with problems other than creating and supplying the demand for its products. Because marketing methods are often misunderstood, management must explain itself to labor, government, business leaders, the local community. An inarticulate industry sometimes finds itself at odds with the public at large, with prospects, and even with customers.

But how many associations and industrial corporations would go so far as to buy space in a nationally circulated consumer publication, merely to discuss—in 3,500 to 8,000 words—the marketing processes by which an industry is kept alive? What corporation would invest advertising money "in the public interest?"

A New Word Coined

More than a year ago Donald B. Snyder, publisher, *The Atlantic Monthly*, put the question to industry heads, via Harper-Atlantic Sales Inc.: Would businesses care to analyze themselves in print, and pay for the space? Could they defend themselves against "the public speaker who rips into some company because it is 'too big' . . . the speaker who then leaves the rostrum, steps into his General Motors car and goes home to listen to the late news over his RCA radio while he drinks a glass of Borden's milk which he took from a Westinghouse refrigerator?" What chance is there to reduce distribution costs? What about unanalyzed profit?

The answer to Snyder's questions came in the December, 1951, issue of *The Atlantic*. It was a five-page insertion bought by the American Iron and Steel Institute, titled, "How Much Steel Is Enough?"

In appearance it looked like any other *Atlantic* editorial piece, except that the lead-off page carried the heading, "An Atlantic Public Interest Advertisement." And the editors coined a new word—"advertorial."

The first advertorial was simply a factual report on steel production in the U.S., and its meaning in present-day defense and civilian requirements.

To date six more analytical advertorials have been sponsored: "Humanics" (a program for controlling human and financial loss in industry), by Liberty Mutual Insurance Co.; "New Jersey, Crossroads of the East," by Public Service Electric and Gas Co.; "Parasite" or "Key Man?"

(the place of the wholesaler in a free economy), by Nicholson File Co.; "Licorice: Dark Mystery of Industry," by MacAndrews & Forbes Co.; "Jersey Abroad," by Standard Oil Co. (New Jersey) and, this month, "The Advancing Rails," by Association of American Railroads.

Others who may buy advertorial space: a chemical company, an automotive concern, two insurance companies, a financial institution and an ethical drug manufacturer.

How do users rate advertorials? Les Crockett, president, Harper-Atlantic Sales Inc., thinks that of the six advertisers who've had time to appraise reaction, "four would like to pursue the same technique again, two would not." George Ashbey, advertising manager, Nicholson File, one of the users, says, "It is difficult to see how the replies could have been more favorable. Requests for reprints amounted to more than 40,000. Several national associations mailed copies to their entire membership."

Wrote one reader, after the first advertorial: "We have enough propaganda." Publisher Snyder shot back: Such readers, he said, "are suspicious of business . . . the answer to that distrust is knowledge."

But one reader's free-wheeling comment typifies reader response to the half-dozen advertorials; said a Boston chemist: ". . . was surprised to find it was an ad . . . darned good . . . if poorly done—like cigarette ads that make all sorts of claims—it would be very detrimental."

Since the merger of Harper-Atlantic sales forces last spring, advertorials have been appearing in both *Atlantic* and *Harper's*.

All in all, the public interest pieces seem to be paying public-relations dividends to users, and readers have generally warmed up to the idea. So have other publishers, who've been watching the new technique with more than cursory interest. As evidence, both *The Saturday Review* and *Fortune* now carry editorial advertising copy which frankly patterns *Atlantic's* precedent.

If tests can be set up to measure reader-attitude "before" and "after" exposure to advertorials and similar approaches, then publishers will be able to go after prospective advertisers with a convincing sales tool. Right now, Harper-Atlantic Sales Inc. is working on "attitude" measurements.

Smart advertisers concentrate on their biggest-buying prospects—MOTHERS whose trade paper is PARENTS' MAGAZINE.

1,500,000

guarantee beginning with Sept. '52
no increase in base rate!

THIS SEAL UPS SALES!



MRS. M. G. RIDDLE

Director of Traffic

PLAMPIN LITHO CO., Inc.



Says...

***"No other service
handles my multiple point deliveries
as well as Railway Express..."***

"Our customers often need delivery of promotion material to hundreds of different points throughout the country *at the same time!* It's a tall order, but no trick at all for Railway Express.

"The counter cards and displays reach the stores and shops on time . . . and in good condition. The fact is, I've never had to make a claim for either loss or damage.

"No other service handles my shipping problems as well. I've checked and compared. And when I consider pickup, receipts, valuation coverage, and worry-free service, I find it always pays to specify Railway Express!"

Whatever your shipping problem, check and compare cost for cost and service for service. You'll find it always pays to . . .

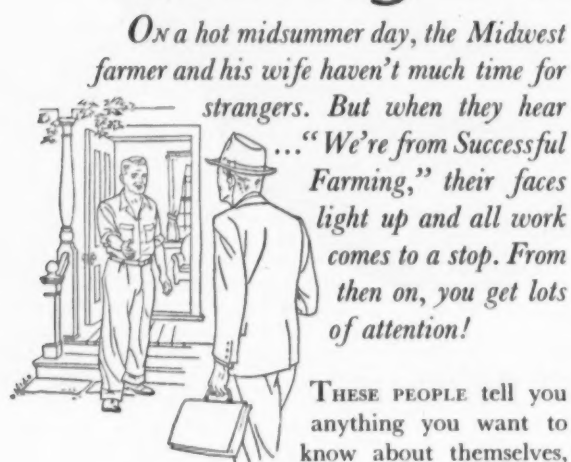
use the complete shipping service...



No size or weight limit • Pickup and delivery, within prescribed vehicle limits, in all cities and principal towns • Liberal valuation allowance • Receipt at both ends • Ship collect, prepaid, paid-in-part • Ship by air for extra speed



The Long Shadow of a man...



On a hot midsummer day, the Midwest farmer and his wife haven't much time for strangers. But when they hear ... "We're from Successful Farming," their faces light up and all work comes to a stop. From then on, you get lots of attention!

THESE PEOPLE tell you anything you want to know about themselves, even open their account books... try to show you farm and house, the new kitchen, the barn built from SF plans... ask your opinion on everything, want you to stay for dinner, or overnight. Getting away becomes a problem.

Inspecting Midwest farms with SF people, visitors remark on the cordial reception, and the close relationship of the magazine with its readers. But SUCCESSFUL FARMING's real influence is the long shadow of a man...

WHEN this magazine was started in 1902, farms were isolated, sometimes hours away from town. The surfaced roads and telephones were still to come.

Farming was a risky business, at the mercy of weather, pests, limited markets. Caught early in the incessant round of work, farm children took whatever schooling the locality afforded, tried to leave as they grew older.

The farmer was a wary individualist who relied on his own hard won experience, was not cordial to new ideas and methods.

SUCCESSFUL FARMING's founder was the late E. T. Meredith. He had grown up on a farm, sympathized with the farmer but resented his resistance to change.

Like many another missionary, he realized that the young welcome what the old reject, and the child offers the greatest promise of progress. He became an ardent sponsor and promoter of the 4-H Clubs.

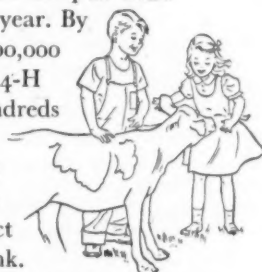
The 4-H principle is precept by practice, learn by doing. The young people compete in raising an animal or a small crop, know pride of accomplishment, earn cash as well as credit for their efforts.

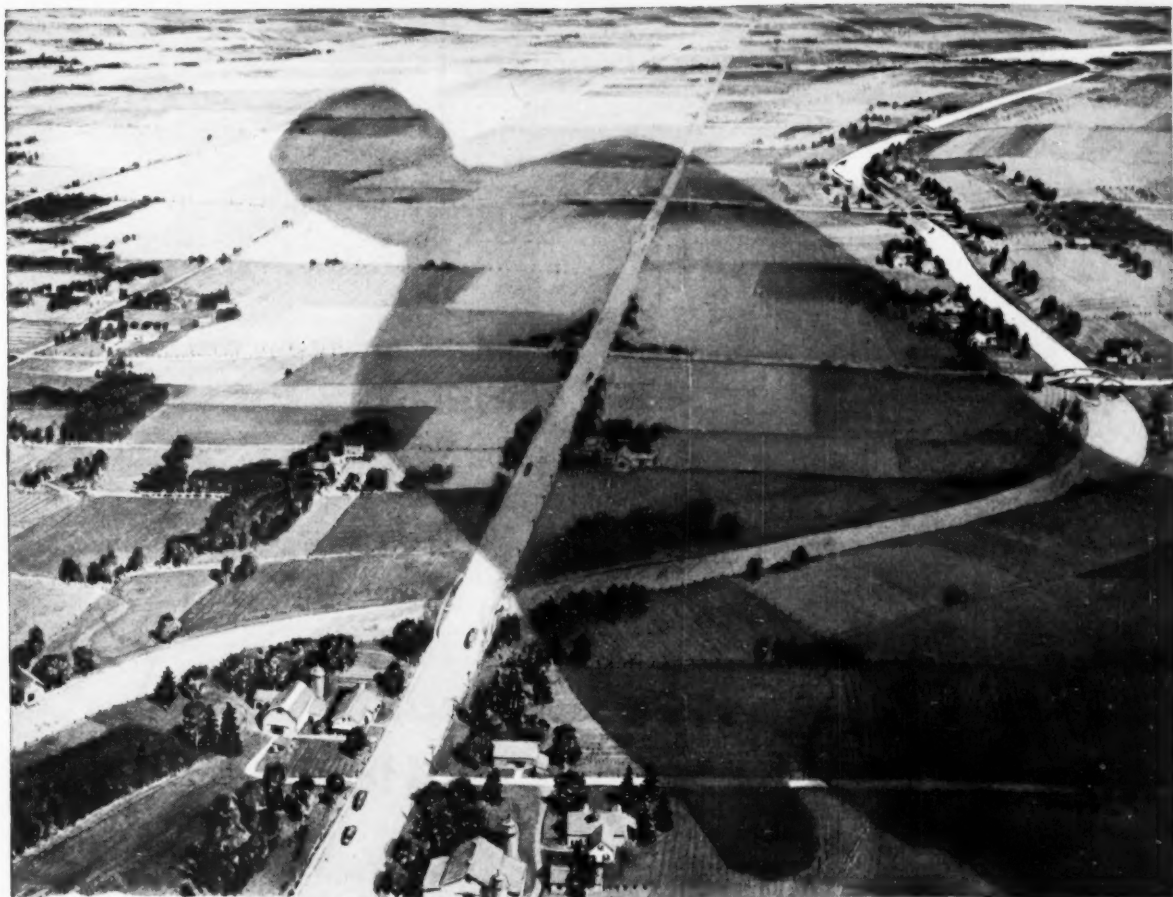
At first 4-H Club programs were thwarted by skeptical or cash-poor parents, unwilling or unable to finance the children's projects. The publisher of SUCCESSFUL FARMING was far from a wealthy man, yet he offered 4-H Club members loans of \$5 to \$100 on 4-H Club projects for six months or a year. By 1915, he had almost \$100,000 in cash outstanding and his 4-H Club loans had exceeded hundreds of thousands!

More important, he made the rural banker realize that a youngster with a 4-H project was a good risk for a local bank.

The 4-H Club projects produced better crops and prices, persuaded members' parents to adopt new methods, improved strains and stock breeds. The Meredith 4-H Club loans paid incalculable dividends to both the farmer and the country.

The farmer who welcomes the SUCCESSFUL FARMING representative today is often the former 4-H member benefited by a Meredith





loan. He trusts the publication whose publisher once trusted him.

His trust gives **SUCCESSFUL FARMING's** pages more interest, its advertisers more results . . . a potent plus no other magazine can claim, in a plus market too many advertisers have still to discover.

SUCCESSFUL FARMING now serves, as it has for fifty years, the nation's best farm families, concentrated in the fifteen Heart states which Nature favored with the best soil, a temperate climate and long growing season. The Heart state farmers produce two-thirds of the country's food, earn more than half the national cash farm income. They have larger individual investments in land and

buildings, own more and better livestock, use more machinery and powered tools . . . than farmers elsewhere. And they get higher yields and higher profits.

The average annual farm cash income of the SF subscriber is in excess of \$10,000—or 60% above the national farm average.

ANY NATIONAL advertising schedule which ignores this new bloc of wealth and income is not properly balanced with national market potential. And general media merely fringe . . .

do not penetrate Heart states farm families! This single magazine delivers the most of the best farm sales potential, effectively, and at low cost. To find out where and how farm sales are made today, ask any SF office!



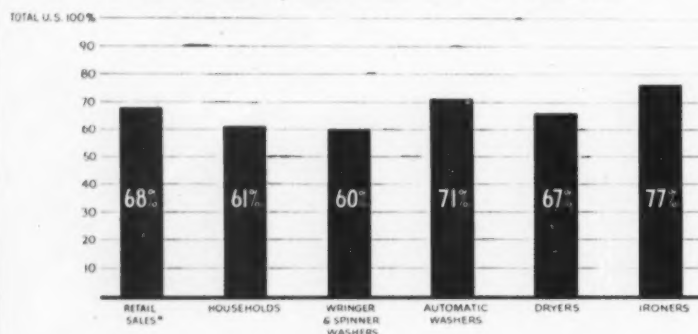
Successful Farming

... service medium to the nation's best farm families, concentrated in the fifteen agricultural Heart states where farmers mean big business! ... Get all the facts at any SF office.

Meredith Publishing Company, Des Moines . . . New York, Chicago, Cleveland, Detroit, Atlanta, San Francisco, Los Angeles

207 MARKET AREAS (321 COUNTIES) ARE MOST IMPORTANT FOR LAUNDRY EQUIPMENT MANUFACTURERS

Percent of U.S. laundry equipment sales by product as compared to percent of U.S. retail sales and percent of households in 207 market areas



*All types of merchandise including laundry equipment

Source: Retail Sales - Bureau of Census 1945
Households - Bureau of Census 1950
Laundry Equipment Sales - THIS WEEK
Magazine's analysis of 1951 unit sales

MARKET PACKAGE: This is one of the charts in the 36-page report now being issued to advertisers and advertising agencies. Accompanying it is a report on media coverage, and four-color county outline wall maps showing distribution of ironers, dryers, wringers, and spinner washers.

Laundry Equipment "National" Market Sum of Widely Varying City Habits

Eleven leading manufacturers pool their sales by market areas with 'This Week' to secure composite figures.

High among the "growth" industries is the electrical appliance field, and especially is this true of certain home laundry appliances.

Although the sum total of laundry equipment sales is up, some elements tend sharply down, but are offset by astronomical gains in other products. Neither is there uniformity in the sales of various products by market areas. Los Angeles, for example, accounts for:

- 1.432% of wringer and spinner washers
- 4.668% of automatic washers
- 1.924% of dryers
- 4.106% of ironers

Many other city market areas show correspondingly wide variations, as illustrated by the box of 21 cities ranked in order of their percentage sales on wringer and spinner washers, with ratios for other products.

From 1939 through 1951, total retail sales increased 211%, but the growth of electrical appliances was almost double—401%.

In the more recent period, 1948 to 1951, total retail sales increased 16%, and the over-all dollar increase in laundry equipment sales was 8%.

This slow-down in relative sales gain was due to the fact that during the four-year period ironers and wringer and spinner washers showed decreases in unit sales of 41% and 44% respectively. These losses were offset by a gain of 169% in automatic and semi-automatic washers, and 538% in dryers.

Major Product Sales

In 1951 retail dollar value the output of major units of the laundry equipment industry rate as follows:

Ironers	\$ 42,830,000
Dryers	118,162,300
Wringer & Spinner Washers	273,585,000
Automatic Washers	448,840,000
	<hr/>
	\$883,417,300

Outside of some of the general factors behind the growth of our dynamic economy—such as population rise, increased electrification and an elevation of our average standard of living—are two primary influences in the past increases and future growth of appliance sales.

First, is the increase in the number of households. In 1951 there were 44,718,400 households in the United States compared to 34,854,000 in 1940—an increase of 28% that becomes especially significant when compared to the 14% growth in population for the same period.

The second of these reasons for the past increase and future growth of appliance sales is the increase in the number of married women who are gainfully employed.

In 1940 there were 30 million married women in the United States—of these 5 million were working. In 1951 there was a total of 38 million married women—and of these 9,700,000 were working. In other words, there were 93% more married women working in 1951 than in 1940.

Households and women gainfully employed are but two spokes in the wheel. Others, of a social nature, include the desire for more leisure time



This
is
interest



This
is
ENTHUSIASM!

The **AMERICAN WEEKLY**
creates **ENTHUSIASM***

Time and time again, retailers say—

“When The American Weekly comes out, our merchandise moves!”

*Enthusiasm is interest raised to a buying pitch!

Market Acceptance for Laundry Equipment

Market Area	Ratio to Wringer & Spinner Washer %				
	% Total Retail Sales	% Wringer Washers	% Spinner Washers	% Auto-matic Washers	% Dryers Ironers
New York-N.E. New Jersey ..	9.866	4.243	100	335	113 170
Chicago	4.385	3.753	100	65	130 109
Detroit	2.535	3.141	100	74	125 186
Philadelphia	2.514	2.838	100	97	85 98
Pittsburgh	1.598	1.900	100	63	124 114
Cleveland	1.190	1.695	100	86	199 120
Boston-Lawrence-Lowell	2.065	1.491	100	172	76 99
Los Angeles	3.482	1.432	100	326	134 288
Milwaukee697	1.374	100	39	100 74
St. Louis	1.166	1.304	100	48	92 97
Cincinnati648	1.216	100	42	51 66
Buffalo848	1.119	100	67	80 111
Minneapolis-St. Paul880	1.026	100	63	130 134
Baltimore934	.912	100	121	55 76
Washington	1.232	.910	100	149	100 136
San Francisco-Oakland	1.777	.761	100	328	301 182
New Orleans425	.663	100	113	49 84
Syracuse263	.606	100	50	41 81
Kansas City709	.593	100	78	121 134
Providence456	.533	100	113	56 105
Albany-Troy-Schenectady439	.520	100	74	47 89

City areas where wringer and washer sales percentage is markedly below the similar percentage for total retail sales include New York, Boston, Los Angeles, Washington, San Francisco-Oakland and Kansas City.

But in these city areas wringer and washer sales percentages are markedly higher than the total retail sales percentage: Cleveland, Milwaukee, Cincinnati, New Orleans and Syracuse.

Some of these variations are easily understandable; others are puzzling to trade leaders. Dryer sales in Los Angeles are relatively low as compared with the market acceptance of automatic washers because the region has a generally sunny climate. In the San Francisco-Oakland area, and further up the Coast in Portland and Seattle, dryer sales are markedly high, due to the great prevalence of fog and rain.

Automatic washers tend to sell best in highly urbanized areas because of better water conditions, greater demand for labor-saving devices, high number of gainfully-employed women workers.

Some markets are well known as being progressive and fast moving, quicker to accept new devices than the more conservative cities. Los Angeles and Cleveland, for example, have such a reputation.

and the sharp decrease in available domestic help.

1951 sales of the laundry equipment industry have been broken down by *This Week* (Sunday magazine distributed through 33 newspapers) into the 207 largest metropolitan city areas in cooperation with the following manufacturers:

Apex Electrical Manufacturing Co., Bendix Home Appliance (Division of Avco Manufacturing Corp.), Easy Washing Machine Corp., General Electric Co., Holland Rieger (Division of Apex Rotarex Corp.), Hotpoint, Inc., Ironrite, Inc., Norge (Division of Borg-Warner Corp.), Speed Queen Corp., Westinghouse Electric Corp., and Whirlpool Corp.

Participating manufacturers were given a list of the 207 leading market areas (SM's 162 standard areas, SM's 25 "Potential" standard areas, and 20 "Special Market" areas as defined by SM, the latter being counties of 100,000 and over, with a control city in excess of 25,000).

How Survey Made

The manufacturers then supplied *This Week's* Marketing and Plans Department with their 1951 unit sales figures for each market area, for each laundry equipment product made by their companies. In addition, they reported their total U. S. unit sales of each product for the year. *This Week* then consolidated the figures under each of the four product types.

Findings are being released to industry and advertising agencies in the form of a 36-page spiral-bound report of detailed sales for each type of equipment in the 207 markets, along with media coverage, and county outline wall maps in four colors, for each of the four products covered in the study.

COMING . . .

Are You Sure You Can Identify Your Real Buyers and Prospects?

If you sell to industry, you may be working wholly on the basis of a hand-me-down traditional belief.

In *Sales Management*, March 1



More sales...Less cost

**fr**

PORT-A-VIEW

If you use no other gauge but results—you'll recognize the superiority of the FR Port-A-View. For now you can show slides of your products and services in full natural color in ordinary room light without bulky or costly equipment. So light in weight . . . so easily portable . . . the FR Port-A-View makes every desk a selling field. It weighs a scant 4 pounds, yet pictures are shown enlarged $4\frac{1}{2}$ times, clearly, brilliantly, effectively. Visual selling is demonstrating—that's why a demonstration of the FR Port-A-View will prove that this is the greatest "sales-clincher" your salesmen have ever had . . . prove it so convincingly you'll want one for every member of your staff. Write or call for free 30 day trial.

New Visual Selling Aid

Projector, Automatic
Slide Changer,
Viewing Screen
All in One Compact
Folding Unit

\$49.95

Eveready Case
\$14.95



THE FR CORPORATION

953 BROOK AVENUE
NEW YORK 56, N. Y.

CY press 3-5400



You can cut

*...by
saving
time
for
buyers!*



Your salesmen are constantly seeking out those of your prospects who have a current interest in products like yours.

but how easy do you make it for those of your prospects who are *hot right now* to find you?



Sweet's Catalog Service

DIVISION OF F. W. DODGE CORPORATION

119 WEST 40th STREET, NEW YORK 18, NEW YORK



SALES MANAGEMENT

your selling costs

Industrial marketing men know how much time and effort go into finding out which prospects are *hot right now*.

But, it's easy to forget that a prospect may have a tough time getting information about products like yours when he suddenly needs it.

Weeks are often wasted before prospects who are ready to buy get together with the right sellers, simply because the information which would have put them in immediate touch with each other was not in the right place.

That waste can be avoided.

Adequate product information can be placed in the hands of all important potential buyers in a form that will assure its being kept accessible in their offices, so it can be found and used instantly whenever buying needs arise.

For 47 years Sweet's has been working with industrial marketing men to help them cut selling costs by making some of their *selling* tools better *buying* tools for their prospects. Last year 1,480 manufacturers used Sweet's services in this connection. The Sweet's man in your area may be able to give you some useful ideas if your products are bought in any of the following markets:

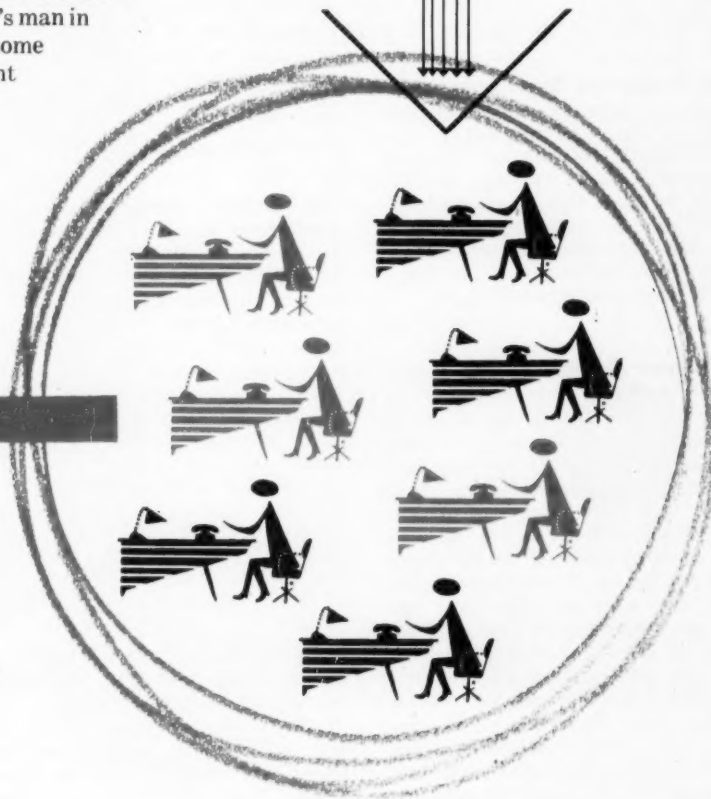
- Product Engineering
- Plant Engineering
- General Building
- Industrial Construction
- Light Construction

"The easier you make it for people to *buy* your products, the easier they are to *sell*."

designers, producers and distributors of manufacturers' market-specialized catalogs.

Boston	Los Angeles
Buffalo	New York
Chicago	Philadelphia
Cincinnati	Pittsburgh
Cleveland	St. Louis
Detroit	San Francisco

FEBRUARY 15, 1953



Worth Writing for . . .

Booklets, Surveys, Market Analyses, Promotional Pieces and Other Literature Useful to Sales Executives

Who's Who in International Commerce and Industry: A list of 1,697 advertisers in the International Editions of *The Reader's Digest*, showing products advertised, markets covered, and advertising results. Twenty-five categories of advertising are covered—everything from agricultural equipment and supplies, aircraft and transportation, food products, to resorts and travel, petroleum products, wearing apparel, wines, liquors and beer. Each category is keyed to editions used. Over 15,000 advertising pages in 28 separate editions, in 12 languages, brought news of goods and services to the free nations of the world. Write to George W. Wallace, Promotion Manager, The Reader's Digest International Editions, Inc., 230 Park Ave., New York 17, N.Y.

Film Producers Directory: Published by *Sales Meetings*. Listings represent specialists in audio and visual presentations: motion pictures, filmstrips, slides, exhibits, models, easels, booklets. Entries are made alphabetically by state and city. Write to Philip Harrison, General Manager, *Sales Meetings*, 1200 Land Title Bldg., Philadelphia 10, Pa.

Consumer Buying in the Baltimore Market: Data compiled by the *Baltimore News-Post*. Working through the Household Survey Group, the *News-Post* has organized a permanent consumer buying panel which will keep advertisers in constant touch with the buying patterns and changing habits of the Baltimore market. Housewife members record their day-to-day purchases in a special purchase diary. A new purchase diary is given to them each week when the previously completed week's record is sent to Household Group headquarters. Purchases in 26 grocery and 7 drug classifications are recorded. The reports give advertisers the answers to such questions as: How

large is the market for my product in Baltimore? What is my competition doing? Do I need advertising pressure? How effective was my special deal? My Competitors' deals? Are my packages the right size and are they priced right? Write to George H. Grinnell, Promotion Manager, *The Baltimore News-Post*, Baltimore 3, Md.

Southern Farm Appliance Market: Based on findings from a continuing study by Crossley, Inc., *The Progressive Farmer* has released figures on farm electrification and equipment owned by the magazine's 1,206,000 subscribers in the rural South. Data cover number of electrified farms by states and regions; ownership of appliances by years; latest Census figures on number of farms, mechanical equipment and electrification by counties and states. Write to Paul Huey, Advertising Manager, *The Progressive Farmer*, 819 N. 19th St., Birmingham, Ala.

The Kansas Radio - Television Audience: Study by F. L. Whan, University of Wichita, for Station WIBW, Topeka, Kan. Data include listener classifications, radio and TV set ownership and use; activities in home; station coverage and station preference; listening habits and hours; program preferences. This is the sixteenth annual survey to be made. The first dealt with listeners in small towns and on farms; all others covered both urban and rural areas in every county of Kansas except Wyandotte County which is a part of Greater Kansas City, Mo. Write to Ben Ludy, General Manager, WIBW, Topeka, Kan.

Markets for Welding, Bonding, Brazing and Fastening Methods: Survey conducted by *Materials & Methods* within a cross section of U.S. hard-goods manufacturing plants. The study is based on information from 583 plants and offers

market data on all principal types of welding and joining equipment and fastening devices. Highlights: 94.0% of the plants employ welding in manufacture of their products and use an average of 3.2 different methods (not including brazing and soldering); 84.1% use brazing; 78.1% use soldering; 58.9% employ adhesive bonding; 95.7% use mechanical fasteners and require 5.4 different types. Write to William P. Winsor, Publisher, *Materials & Methods*, 330 W. 42nd St., New York 36, N. Y.

U.S. Catholic Market: Statistical breakdown prepared by R. W. McCarney Co. According to the report there are 265 religious bodies with a membership of 89,391,076 (Protestant, 54,812,603; Jewish, 4,500,000). The Roman Catholic enrollment of 29,407,520 is 32.8% of the total. Data include: breakdown of the Catholic population and its percentage of the total state population (totaled to give sectional comparisons); Catholic population increase in the individual states since 1936; Catholic population and retail sales (63.2% of total) in cities over 100,000; cities with Catholic population of 25 to 49.8% (retail sales, 37.6% of total); cities with Catholic population of 10 to 24.7% (retail sales, 17.5% Catholic); cities with Catholic population of less than 10% (retail sales, 5.3% Catholic). The Catholic institutional market spends approximately \$2 billion every year. Write to Ray M. McCarney, R. W. McCarney Co., 719 Jefferson Bldg., Philadelphia 7, Pa.

Homemakers' Kitchen Preferences: Report from the Advertising Research Department of *McCall's* magazine. Based on an analysis of 5,000 entries selected from more than 18,000 submitted in the magazine's "My Kitchen Contest," it provides detailed information on women's plans and preferences for home appliances, kitchen equipment and furnishings. The typical kitchen will be stocked with modern appliances, including range, refrigerator, probably a water heater, and two of the three newer appliances: dishwasher, waste disposer or freezer. It will have four or five electric housewares, including a mixer, toaster and ventilating fan. Basic equipment will include both aluminum utensils and stainless steel copper-bottom pots. Write to George H. Allen, Director of Sales Promotion, *McCall's*, 230 Park Ave., New York 17, N.Y.

A Royal Combination



RHEEMCOTE POSTER DRUMS

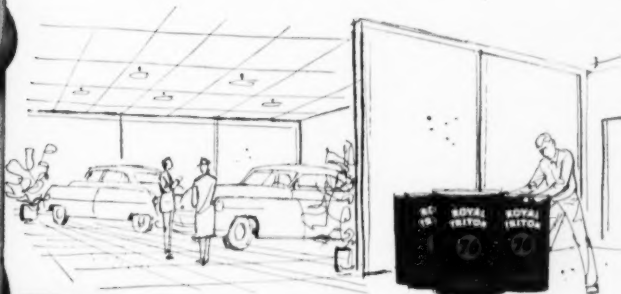
Help Union Oil Company Put Color to Work



Royal Triton—the amazing purple motor oil and Rheemcote Poster Drums make a royal combination. With customers . . . at auto dealers . . . or in transit—Rheemcote is helping to identify and sell.

Your name, your trademark, your design on Rheemcote Poster Drums will help you promote your products also. Beautifully lithographed in any color, any design, Rheemcote Drums advertise your product wherever they go . . . and at a surprisingly low cost!

Send for the free colorful booklet which gives actual facts and figures on the effectiveness of Rheemcote Poster Drums as a new and vital advertising medium. Rheem Manufacturing Company, 4361 Firestone Boulevard, South Gate, California.



Sell as you ship with

Rheemcote drums

RHEEM MANUFACTURING COMPANY • Manufacturing Plants in 22 Cities Around the World

CALIFORNIA: DOWNEY, NEWARK, RICHMOND, SAN PABLO, SOUTH GATE • ILLINOIS: CHICAGO • LOUISIANA: NEW ORLEANS • MARYLAND: SPARROWS POINT • NEW JERSEY: BURLINGTON, LINDEN • TEXAS: HOUSTON • FOREIGN PLANTS—ARGENTINA: BUENOS AIRES • AUSTRALIA: BRISBANE, FREMANTLE, MELBOURNE, SYDNEY • BRAZIL: RIO DE JANEIRO • CANADA: HAMILTON • ITALY: MILAN • PERU: LIMA • SINGAPORE • UNITED KINGDOM: BRISTOL

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... get your share of \$4.8 billion
(the bar-restaurant market)

Bar-restaurants now do about 45% of the total eat-out volume (according to the U. S. census). The trend in "eating out" is to leisurely wining and dining. Consequently, bar-restaurants are the fastest growing segment of the industry. The more than 40,000 bar-restaurants, clubs and hotels where Bar & Food is read account for almost \$4 billion annually. They represent the big-money, progressive group in the eat-out, drink-out industry for which Bar & Food is specifically edited.

... get a load of these profits

All over the country hundreds of bar-restaurants plan to remodel, re-equip or expand. Lots more are building new places. We know . . . because we're getting hundreds and hundreds of requests from people who want to know how they can best spend their money. The "potential" investment in profitable progress is terrific.

Want proof? Ask to be put on the list for our monthly Food and Beverage Letter. (One dealer's greenhorn salesman in *one* day wrote six orders as a result of leads he got from one Food & Beverage Letter).

... get next to "how-to" editorial

Our purpose is to give all these increasingly successful operators all the dope they need on How To Plan, Build and Operate a Profitable Bar-Restaurant. Our April issue, for instance, covers the planning, construction and operation of the newest "White Turkey" . . . latest New York unit in a tremendously successful chain. This new "White Turkey" . . . and our April

issue . . . incorporate all the successful ideas, experience, techniques, and innovations that have proved themselves during 20 years of profitable experience. Compelling stuff to get next to . . . whether you're selling food, equipment, or liquor.

... get this! You can't miss!

Inquiries and SALES resulting from ads in Bar & Food are increasing fast with each issue . . . for dealers and manufacturers alike. Ask us to tell you about them. They demonstrate that you, too, can have a bigger share of the \$4.8 billion bar-restaurant market.



Bar & Food

RESTAURANTS

A CONOVER-MAST PUBLICATION

205 East 42nd Street, New York 17, N. Y.

Buyers I Dislike!

BY RAY B. HELSER

Once again (all in good fun of course) SALES MANAGEMENT declared open season on salesmen by the publication of "12 Types of Salesmen I Detest" by Henry Carlton Jones (Oct. 1, 1952, page 94). In reply to Mr. Jones, and in defense of salesmen everywhere, I submit that many of their faults have been born and bred by insidious habits of buyers.

Over a period of many years I have encountered any number of "buyers who oughta get a punch in the nose," and only hope that the verbal punches which follow will eliminate any necessity for more drastic action, either on my part, or on the part of fellow members of the great sales fraternity.

In my book, the line-up goes about like this:



'Ole No Guts

1. **'Ole No Guts:** This is the guy who will never learn how to handle his own front office, or how to turn the wheels that revolve above him. He gets me to drive five miles out of my way to keep a firm appointment. Then, just as the interview begins, Mr. Big phones and simply says, "Up, boy!" and when this happens 'Ole No Guts drops everything, including me. He won't even tell Mr. Big he has a visitor, to see if Mr. Big can wait. Later, I learn to do business with Mr. Big and by-pass 'Ole No Guts. He gets offended.

2. **'Ole Fisheye:** He's the guy who looks out over his desk like the judge in a traffic court, and hasn't been known to smile for a generation. He



'Ole Fisheye

reluctantly extends his paw to shake hands and then freezes. He was greeted with a smile and, if he only knew it, all he has to do is smile in return, to get the salesman to offer his best deal, his best proposition, and most liberal concessions. Instead, 'Ole Fisheye explores and probes, without getting the desired results as quickly as he otherwise could.

3. **The Water Boy:** He carries water for my competitors—with the sly innuendo that Joe Zilch was just in to see him with a similar proposition and he gave it a lot of house. He breaks in on my pitch to remind me of what competition is doing. As if I didn't know! After all, Joe Zilch and I have coffee together every now and then and compare notes . . . only to find we all get the same treatment from the Water Boy. I don't go for rigged deals, but that's the way they are born.

4. **The Come-Upper:** This guy always expects you to "come up with something," as he hasn't come up with an original thought or idea of his own since his mother gave him pabulum. He's so unsure of himself he wouldn't bet on Notre Dame against Slippery Rock Teachers. He asks for the time, thinking, planning, and resources of your organization on a speculative basis, but never can tell you the odds. As a salesman I'll engage in speculative deals, but I sure as heck want to know what happens next—when I

come up with the deal that really was born to cover this guy's shallow thinking.

5. **The Brain Picker:** Having no brain of his own, this bird feeds on the unwary salesman who has just been baited by the "Come-Upper." Then when the "big idea" is delivered, he runs to the boss and chirps, "Just as I told you, Chief, this is what I was talking to you about several weeks ago." (Note the emphasis on *I*.) Brother Brain Picker was unable to jell the answer when the problem was first exposed, so he waits for me to do it, and then takes all the credit. This fellow wonders why you keep calling on his Chief after that—and your familiarity with the Big Idea endears you to the boss while Brain Picker mopes around the office without ever a raise!

6. **The Roving Eye:** This little man always has himself a busy, busy day. Busy, busy, busy. He invites you to sit down, and apparently would like to hear your story, but the minute you begin, he launches an intensive search through desk drawers and piles of papers on his desk. Apparently he



Roving Eye

lost the grocery list, but he also lost the thread of conversation. Yet, if I stop talking and wait for his explorations to end, he looks up with hurt surprise.

7. **The Concession-aire:** "What are your policies?" this fellow asks. You explain them, and he inevitably counters with *his* policies. In so doing, he asks for concessions you do not grant any other customer, but can give you

In Akron

Dial Soap's

consistent ads in The Beacon Journal are reaching . . .

99.5%

OF THE HOMES

There's no other medium or combination of media that offers so much for so little.

Akron
BEACON
JOURNAL

A. G. WILLIAMS
one of
WDIA's
hard-selling
personalities



Gold Medal Flour
Renews WDIA, Memphis
For 3rd Consecutive Year!

And it is this continued loyalty of such market-wise national advertisers as Gold Medal Flour that gives further proof of WDIA's complete dominance in selling to the great Negro segment of the Memphis Market (there are 562,212 Negroes in WDIA's 27 Nielsen counties). Increased sales will prove the same for your product. Join the list of blue chip accounts that includes Pears, Bayer Aspirin, Arrin Vicks, FAB, Kools, Carnation Milk, Comet Rice, Bab-O, and Duz. Get the full WDIA story today.

HOOPER RADIO AUDIENCE INDEX												
City: Memphis, Tenn.										Months: Nov.-Dec. '52		
Time	Sets	WDIA	B	C	D	E	F	G				
T.R.T.P.	12.7	20.4	27.9	19.4	12.2	12.1	10.1	6.8				
Note: WDIA's share Saturdays: 18.9; Sundays 29.8)												

MEMPHIS **WDIA** TENN.

Represented by: John E. Pearson Co.
(Dora-Clayton Agency, Southeast)

Salesmen's Defender

Ray B. Helser is not mad at anyone, especially buyers. But he's met a lot of buyers in 22 years of sales experiences, and some of them fall into categories he describes.

Helser is director, Speciality Services Division, Florez, Inc., Detroit, training and promotion specialists. He's sold pens (Sheaffer), life insurance (Home Life), and has been a manufacturer's agent (for Transamerica). Helser is a member Detroit Sales Executives Club.

no reasons for his request. This guy ignores the fact that the average salesman does not set the policies of his firm and must present sound reasons for requesting a change. When the Concession-aire gains a point, he brags to his boss. Driving a sound bargain never should be confused with chiseling!

8. The Stall-ster: Right off the bat this mouse of a man says, "I simply won't be high pressured into anything," or, "Put it in writing, and I'll look it over." It is obvious to any good salesman that his fear of pressure and inclination to dodge behind needless written proposals is due to the fact that he can't make up his mind. Finally he fiddles himself into the position of having no backbone. The true salesman learns to avoid the "Stall-ster" and go directly to the guy who simply says "Yes" or "No." Nearly always you can pin this guy to the most by quietly volunteering to put in writing everything he wants—right on the order!



Babe's Boy

9. Babe's Boy: He's mamma's boy at home—and at the office he trades the shelter of the missus for the protective custody of his secretary. When

you work up a proposition and arrive at the reception desk flushed and happy, because you believe you have what he wants, he phones down and says, "Leave it with Miss Throttlebottom." I'll turn anything over to Miss Throttlebottom—if she has the power to act. And—I love a guy who can delegate. But I know very well Babe's Boy is simply hiding behind skirts.

10. The Over-Header: This guy cries in his beer, if you seek a conference with someone else, even when he's out of town. Yet, he has a happy faculty of communicating with your home office, when you least expect it. He expects to get something extra special—just by going over your head. Wise buyers know that salesmen have the full confidence of their management, and are immediately advised of these "direct" conversations. They also know it is better to deal with the territorial man in the first place.

Yes, in my book there are many types of "Buyers Who Oughta Get a Punch in the Nose." The guy who schedules appointments just five minutes before he is due at an important conference. The guy who turns the pages of your presentation book three at a time and ignores the essential information. The guy who constantly changes loyalty to his suppliers, trying to keep up with "inside politics" in his own organization. In fact, there are an endless string of these "guys" who are known to good salesmen everywhere.

Fortunately, for the great good of business, the buyers I've described here are a minority—just as the "salesmen I detest" of Henry Carlton Jones are a minority. Detestable buyers and detestable salesmen, I think, tend to kill off each other—or they both grow out of their bad habits by exposure to the bad conduct of each.



**MORE DETROIT RETAIL
WOMEN'S CLOTHING STORE
AND
MEN'S CLOTHING STORE
ADVERTISING RUNS IN
THE DETROIT FREE PRESS
THAN IN ANY
OTHER DETROIT NEWSPAPER**



The Detroit Free Press

"America's Most Interesting Newspaper"

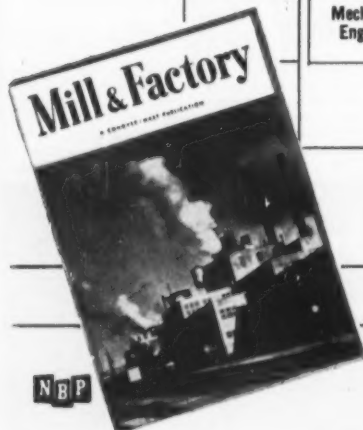
John S. Knight, Publisher

Story, Brooks & Finley, Inc., Natl. Representatives

Mill & Factory serves the men ^{of many titles} your

TITLES ARE NO GUIDE TO BUYING AUTHORITY

Titles and positions of the men who specify are different in almost every plant. Only through the continuous personal contact of industrial salesmen is it possible to spot the men with the authority to buy your product.



A CONOVER-MAST PUBLICATION

NBP

CCA

salesmen must see to sell!

MILL & FACTORY is the only magazine serving general industry that uses salesmen like yours to build and maintain its circulation.

This is why **MILL & FACTORY** is the *only* magazine specifically designed to reach and serve the men of many titles your salesmen must see to sell.

Because of **MILL & FACTORY'S** unique circulation method, it has a readership among a large group of men contacted by your salesmen that is available through no other one industrial publication.

MILL & FACTORY'S CIRCULATION CENTERS



Note **MILL & FACTORY'S** high proportion of unduplicated readership:



of **MILL & FACTORY**
readers do not read
FACTORY



of **MILL & FACTORY**
readers do not read
MACHINERY



of **MILL & FACTORY**
readers do not read
IRON AGE

In contrast to **MILL & FACTORY'S** high proportion of unduplicated readership, the McGraw-Hill 18-company survey shows the average duplication between the first and second publications in 9 major markets is 44%.



of **MILL & FACTORY**
readers do not read
PLANT ENGINEERING



of **MILL & FACTORY**
readers do not read
MODERN INDUSTRY



of **MILL & FACTORY**
readers do not read
AMERICAN MACHINIST



of the readers of the No.
1 Business Paper do not
read the 2nd paper.

205 EAST 42nd STREET • NEW YORK 17, N. Y.

Why Price Is 10th In Buyer Preferences

Reliability of the vendor, recommendations for the best buy, and pre-selling of the line by the manufacturer precede the decision on whether a particular price is right.

BY DAVID MARKSTEIN

If you or your salesmen believe that the quickest way to a customer's heart is a price deal—think again, four professional buyers advise.

They are businessmen to whom I recently put this question: "What do you look for in a supplier?" Their fields run the range of small and medium size firms on which manufacturers call. They are:

Theodore Picou, president and chief operating head of a chain of three retail bakeries and a baking plant in New Orleans.

E. J. Kinabrew, purchasing agent for both materials and supplies for the New Orleans plant of Rheem Manufacturing Co.

T. T. Moore, manager of one of the larger motor courts in the South's Largest City—Town House Motor Hotel. Moore is an old-hand institutional buyer, in the motel and hotel field since 1927.

Lloyd Martiny, F. A. Martiny and Sons, retail feed, seed and gardening equipment store.

Who's Quoted?

With all four of these buyers—retailer, baked goods manufacturer—retailer, institutional manager and industrial purchasing agent—price, naked and alone, ranks last in considerations taken into account before choosing a firm from which to buy. Instead, and in addition to, they rank the following in making that decision:

1. Reliability: No. 1 factor with all four. What is reliability? "Something like the salesman to whom I recently telephoned a routine order," explains T. T. Moore. "The price was the same as last time. I said go ahead, deliver. Half an hour later, he telephoned to tell me the company had a drop shipment; I could save some because they had a special deal. They

could have skipped the call and pocketed the difference; I would never have known and the order was in anyway."

Picou's definition: "I don't always have time to check my inventory on routine purchases. The salesman who either over- or under-sells me doesn't stack up as reliable in our book."

A retailer's definition: "Not in the reliable classification is the firm that sells to me as a regular dealer, then offers my competitor down the street

—whose annual purchases aren't a tenth of mine—a special price deal."

2. One price to all: Says the old-hand institutional buyer: "The firm that offers to shave a price to me may be shaving it even more at the next place. In any case, I have no measure of real value when special cuts are the rule. Price breaks—out in the open—yes. But deal after deal, no."

Martiny reports the case of a fertilizer manufacturer whose line his store handled for years, but sells no longer. Reason? "He was underselling us by making direct sales to bigger individual consumers."

3. What's the best BUY—not lowest price? Kinabrew takes a professional purchasing agent's view: "It's bad when you pay too much, but worse when you pay too little and the whole purchase is lost because it's inadequate to the need. We are far more interested in buying to meet our needs than in finding the best possible penny-saving."

4. Helpfulness of the salesman: Martiny, the retailer, remembers the salesman who takes time when in New Orleans to talk before garden



"Couldn't you be just a bit more explicit concerning this item:
'Miscellaneous—\$1,000'?"

***"... free as a nation
and financially independent
as individuals."***

OLIVER P. ECHOLS

Chairman of the Board, Northrop Aircraft, Inc.



"For nearly every American, systematic saving during productive years is the best means of insuring future security. We at Northrop Aircraft believe in the Payroll Savings Plan. We feel that bond purchases contribute greatly toward keeping us free as a nation and financially independent as individuals."

In addition to a deep, personal interest in his own company's Payroll Savings Plan, Mr. Echols is Chairman of the Aircraft Industry Committee to build employee participation in the Payroll Savings Plan.

- When Mr. Echols' Committee was formed, 17 major airframe manufacturers and 11 major suppliers, employing 400,000 workers, had a total of 80,000 employees enrolled in the Payroll Savings Plan.
- At Mr. Echols' request all 28 companies agreed to conduct person-to-person canvasses among their employees.
- The first companies to complete their canvasses report a total of more than 70,000 new Payroll Savers bringing the industry total to more than 150,000 participants.
- In the first reports on campaigns, average payroll participation (companies reporting) went from 20% to 32%. Latest indications are that the average participation—all 28 companies—will be well over 50% by the time the canvasses are completed.
- It is estimated that the 70,000 new Payroll Savers already added to the Plan through the co-operation of Mr. Echols and his Committee will purchase more than

15 million dollars worth of Series E Defense Bonds during the next twelve months.

Has every employee of your company been offered an opportunity to enroll in the Payroll Savings Plan? If not, phone, wire or write to Savings Bond Division, U. S. Treasury Department, Suite 700, Washington Building, D. C. Your State Director will help you conduct a person-to-person canvass.

**Typical Companies Reporting Results of
Person-to-Person Canvasses, Payroll Savings Plan.**

	Before Canvass	After Canvass
Hughes Aircraft	38.7%	85.8%
Continental Motors	10%	70%
Boeing Aircraft	17.8%	55.1%
Rohr Aircraft	1.3%	77.6%
Solar Aircraft	1.8%	60.5%
Bell Aircraft	14%	50%

The U.S. Government does not pay for this advertising. The Treasury Department thanks, for their patriotic donation, the Advertising Council and

SALES MANAGEMENT



groups—then tells them his products may be had at the Martiny store.

Moore tells about the salesman who *unsold* him: "I wanted an item, and told the salesman to send it. He knew it wouldn't do satisfactorily, and talked me out of buying at all—convinced me it wasn't needed. He lost a commission then, but since then he hasn't lost much at Town House Motor Hotel."

5. Pre-selling the line: Retailer Martiny doesn't want to carry all the advertising load himself. He looks at the scale of national and local advertising the manufacturer does, asks how much cooperative help he will get. "In addition," he says, "an attractive package is mighty important. In this field, there's much impulse buying."

6. A local service office: As local purchasing agent of a national firm, Kinabrew likes to cultivate good community relations by doing business as much as possible at home. He also finds it an advantage to get quicker service.

Picou likes buying even from national firms, when they have local offices. Says he: "I know when a salesman is going to call, can arrange to have all the facts I need ready before

he gets here. In addition, even if the shipment is national, the *service* is local, and more attentive to our needs."

7. What's the delivery status? If you can't deliver for 10 months, don't say 9 months and 28 days. If schedules change, tell about them.

Kinabrew has to buy for production in his own plant. He recognizes the occasional need for a delivery change. "But I want to know as far in advance as possible," he says, "so our own schedules won't suffer."

Picou adds: "If we need eggs on Tuesday morning, by Tuesday afternoon our plans are shot if the eggs

Many a salesman puts up a splendid argument and makes an impression, but just because he does not secure the order immediately he gives up hope and stops calling. There are a lot of people in this world who like to think things over. It takes time for ideas to percolate. We catch diseases by exposing ourselves to them and by exposing ourselves to business we will get more.

My Adventures in Selling
By Saunders Norvell

come late. We require precise and regular schedules from suppliers. Much of our purchasing is done on an annual, semi-annual or quarterly basis for weekly delivery."

8. Can the supplier swing the deal? The sales manager checks his customer's financial rating. The professional buyer also checks his supplier's financial rating. "For," Kinabrew points out, "if he can't swing the deal on a big order, we have to start over from scratch."

All agree on the advisability of:

9. Concentration of purchases: The consensus is that the occasional customer is nobody's customer; that preferential treatment and, in the end, avoidance of unnecessary headaches, can be had through concentrating purchases from fewer manufacturers in order to get price breaks and increased respect from those few.

Last on the list:

10. Pricing and discounts: These are what Martiny terms the "mechanics only" of intelligent buying. "The price tag," says Moore, "is merely one of the many things we consider." Picou adds: "We naturally cost our purchases closely. But it's *cost-for-quality* that counts, not cost alone."



What has Pre-Planned Moving to do with YOU?

● If you have charge of a sales force, United Van Lines **Pre-Planned** moving service will take many of the problems of transferring personnel completely off your hands.

United's **Pre-Planned** service cuts your moving costs because United relieves you of time-consuming details . . . from start to finish.

Have your next executive or employee move **Pre-Planned** by United . . . using ®Sanitized vans. Call your helpful United agent . . . listed in your classified phone book.

Write for your United Rate Calculator to help determine moving costs. We will also send a helpful United Moving Kit.

UNITED VANS EXCLUSIVELY
ARE ®SANITIZED
FOR YOUR PROTECTION



United VAN LINES, INC.

MOVING WITH CARE EVERYWHERE
OVER 400 AGENTS IN U. S. and CANADA
Headquarters—ST. LOUIS 17, MISSOURI

A QUESTION FOR THE ADVERTISER USING NATIONAL MAGAZINES EXCLUSIVELY:

IS
"National" Rational?

FOR YOUR SALES IN INDIANAPOLIS

The advertiser using "national" magazines exclusively is undoubtedly convinced that he is placing his advertising where it will do his retailers the most good.

His retailers know different. They know that national magazine advertising can't be timed to *their* selling seasons or to *their* merchandising periods. They know it can't do a complete selling job for them because it reaches so few of their customers. Take Indianapolis for example. Here the leading

national magazine reaches only 13% of the families . . . while the Locally-Edited Indianapolis Star Magazine has 80% coverage!

That's the "rational" answer . . . Magazine Advertising at the *Local Level*! Take your retailer's advice, test your next magazine schedule at the local level . . . in the fourteen markets served and sold by **LOCALLY-EDITED GRAVURE MAGAZINES.**

MAGAZINE
ADVERTISING
AT THE
LOCAL LEVEL

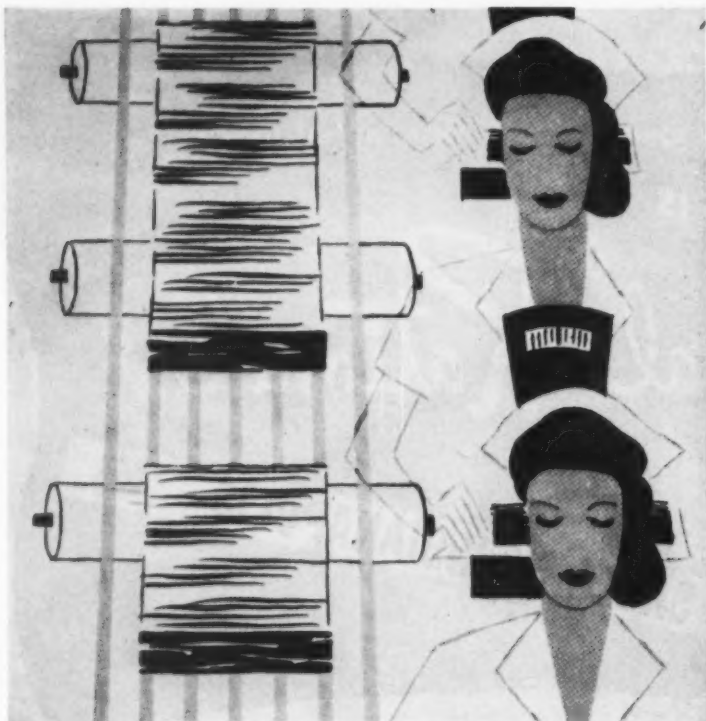
LOCALLY-EDITED GRAVURE MAGAZINES

TOTAL CIRCULATION OVER 3,500,000 COPIES WEEKLY

For more information about these 14 weekly newspaper gravure magazines contact one of the following representatives: The Branham Co., The John Budd Co., Cresmer & Woodward, Inc., Jann & Kelley, Inc., Kelly-Smith Co., Moloney, Regan & Schmitt, O'Mara & Ormsbee, Inc., Scolaro, Meeker & Scott, Inc., Story, Brooks & Finley, Inc.

Akron Beacon Journal
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Toledo Blade

NEW 850 LINE PAGE SIZE EFFECTIVE JANUARY 4, 1953



FOR MEAT INDUSTRY: Ribbons of stainless steel convey bacon slices from an all-stainless slicer to the stainless steel platform of packaging scales. User-benefits: Cleanliness and ease of maintenance. It's all part of talking about food, not steel.

How Crucible's Booklets Talk User-Benefits

Whether you sell syrups or stainless steel, prospects want to know "How can I profit by using your raw materials?" So Crucible Steel, in separate booklets for seven industries, spells out its advantages, all in users' trade terms.

Based on an interview by Alvin Rosensweet with

WALTER H. WIEWEL

**Vice-President in Charge of Sales
Crucible Steel Company of America**

Crucible Steel Company of America, Pittsburgh, has issued a series of seven booklets (with more to come) promoting its grades of stainless steels. But instead of doing a hard selling job on its steel, the booklets discuss production problems in the food processing, dairy, meat, brewing, textile,

pulp and paper and chemical industries . . . in terms of those specific industries.

The booklets, and others which are in preparation, follow a basic sales philosophy: "He profits most who serves best."

Walter H. Wiewel, Crucible's

vice-president in charge of sales, states the reason for these booklets:

"Product and price competition in the steel industry is keen. Every producer is faced with the difficult task of making a little extra impact upon the users of his steels.

"Our answer is based on a sound knowledge of practical and economical stainless steel applications in each particular industry discussed in this booklet series.

"Our function as a stainless steel supplier does not end with furnishing excellent material. We feel that it is good business to make every effort toward assuring successful use of that material; therefore we make available to our customers all the design, metallurgical, fabricating and application data we have accumulated over years of stainless steel experience."

The idea for the booklets was conceived in 1950. Crucible was investing some \$27 million for a new mill in Midland, Pa., for the production of stainless sheet and strip . . . applications for stainless were broadening and the production of stainless in the family of chromium-nickel and high-chromium steels was expanding very rapidly in postwar period.

Leading industries were developing push-button control for continuous production; stainless steels were becoming essential in maintaining sterile conditions in the manufacture of the antibiotic drugs. Atomic energy created a fantastic new market: Hundreds of miles of stainless tubing are required in every atomic energy plant.

To reach these industries, and others, with intelligent sales help was one side of the problem. Another was to develop new and improved fabricating methods.

Crucible's sales philosophy is simple. Wiewel explains it: "Incorrect fabrication methods generally spell unsatisfactory results. That is why Crucible is anxious to make its fund of experience as a special steel producer readily available to users of stainless steels.

"We have tried to talk in terms of each industry; to describe their problems and to give technical production people the information necessary for the best and most satisfactory use of stainless steel. Non-technical language was used to make the booklets interesting to the non-executive engineer, yet enough technical data were included to make the books equally helpful to the engineers in the chemical industry and to show Crucible's familiarity with the problems of their particular industry. This holds true of all the booklets for each industry covered in the series."

Crucible is frank to state that stain-

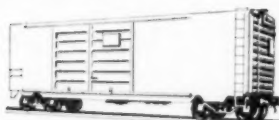
100,000 Freight Cars

Built in the Birmingham District

**Pullman-Standard
CAR MANUFACTURING COMPANY**



All 13 railroads serving Alabama have bought freight cars built by Pullman-Standard, Bessemer, Alabama.



ATLANTA & WEST
POINT RAILROAD

ATLANTIC COAST
LINE RAILROAD

BIRMINGHAM
SOUTHERN RAILROAD
CENTRAL OF GEORGIA
RAILWAY

GEORGIA RAILROAD

GULF, MOBILE &
OHIO RAILROAD

ILLINOIS CENTRAL
RAILROAD

LOUISVILLE &
NASHVILLE RAILROAD

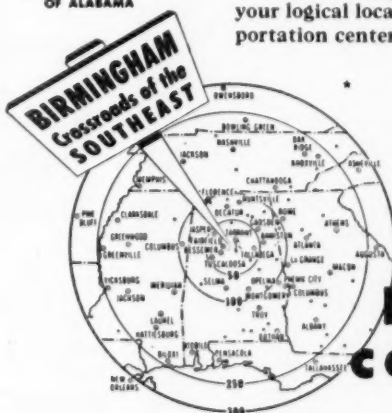
NASHVILLE,
CHATTANOOGA &
ST. LOUIS RAILWAY

SEABOARD AIRLINE
RAILROAD

ST. LOUIS - SAN
FRANCISCO RAILWAY

SOUTHERN RAILWAY
SYSTEM

WESTERN RAILWAY
OF ALABAMA



PULLMAN-STANDARD'S efficient plant at Bessemer, Ala., is the world's largest individual producer of freight cars. Its production line can turn out a completed freight car every 10 minutes of a working day. And in its brief history, 100,000 cars—mostly for the railroads of the South—have rolled from its yards.

Summarizing reasons why the Pullman-Standard plant has prospered, Vice President Fred O. Reemer says:

"The Birmingham district was a 'natural' for our enterprise. It is the railroad hub as well as geographic center of the Southern region and originates more freight tonnage than any other point in the South. In this area almost everything we need to build a freight car is produced, including steel plates, axles, rivets, bolts, chilled iron wheels and lumber. In all we buy about \$14 million of materials a year locally. However, there are some important items we still must obtain elsewhere. Here, too, we have a large reservoir of industrially trained labor; superior railroad connections and service and a community that always has been 100% cooperative with private enterprise."

Mounting tonnage for Southern railroads, more business for heavy industry is being created by the tremendous development of this district and the South. If you plan a plant, warehouse or office to serve growing Southern markets to the best advantage, your logical location is the Birmingham area—workshop and transportation center of the Southern States.

The Birmingham Committee of 100 or any of its members listed below invites you to write for specific information relating to the manufacturing and distributing opportunities in the Birmingham district for what you make or sell. Your inquiries will be handled promptly and in strict confidence.

BIRMINGHAM COMMITTEE OF 100

1914 Sixth Ave., N., Birmingham, Ala.

Executive Committee

Gordon Persons Governor of Alabama	John S. Colaman President Birmingham Trust National Bank	William B. Engel Engel Companies	Clarence B. Hanson, Jr. Publisher The Birmingham News	Thomas W. Martin Chairman of the Board Alabama Power Co.	J. C. Persons Chairman of the Board First National Bank	Pratt Rather President Southern Natural Gas Co.	Mervyn H. Sterne Sterne, Agos & Loach
Bradford C. Colcord President Woodward Iron Co.	Donald Comer Chairman Exec. Com. Avondale Mills	W. W. French, Jr. President Moore-Handley Hardware Co.	Claude S. Lawson President U. S. Pipe & Foundry Co.	E. L. Norton President Television Corp. and Coosa River Newspaper Co.	Isadore Pizitz President, Pizitz	Frank E. Spain Attorney	A. V. Wiebel President Tenn. Coal & Iron Div. United States Steel Co.



*the biggest
number
of big buyers
are midwest
farmers*

Farm Income In These 8 States Is Twice The U. S. Average

As big buyers of both industrial and consumer products, farmers of the 8 Midwest states are a "twin" market. The richest farm market in the world is highly responsive to sound selling methods.

Setting up and meeting your Midwest sales quota is simplified by three factors:

- Midwest farmers' income is twice the national average.
- Their investment in plant (land, buildings, machinery) also is twice the national average.
- They act on information in their Midwest Unit Farm Paper, reaching 9 out of 10 farm families.

MASS IN THE MIDWEST IS CLASS IN THE NATION

A mass market means more readers per dollar. A class market means more income per prospect. To see what happens when you put the two together, buy the Midwest Farm Paper Unit—one order, one plate at a money-saving rate.



Ask for your copy
"Mass is Class"
A 32-page "audit"
by the U.S. Census
Bureau of the farm
market in these 8
states compared
with other sections.



MIDWEST Farm Paper UNIT

Sales Offices: 250 Park Ave., New York 17... 59 East Madison Street, Chicago 3... Russ Building, San Francisco 4... 1324 Wilshire Blvd., Los Angeles 17... 505 N. Ervay Street, Dallas 1.

IN THE MIDWEST, FARMING IS BIG BUSINESS...AND GOOD LIVING
SALES MANAGEMENT

less is no panacea. . . In its booklets written for the chemical industry it has this to say:

"Use stainless only where it is best and cheapest in the long run. Stainless is no cure-all. In some applications it is not good enough—does not stand up as well as other materials that may be used. Other times stainless is too good; its capability and cost exceed what these applications would justify or require."

"In its rightful place," Crucible continues, "stainless does a better job and costs less to buy, fabricate, use and maintain throughout its service life than any other commercial material."

The booklets are distributed by the company's sales force through the mails and at trade shows to members of the executive and technical staffs in the industries for which the individual booklets were prepared.

Basic Objectives

The basic sales objectives are: (1) to place the name of Crucible as a leading stainless manufacturer before as many people as possible, particularly the men who design, build, and use stainless equipment; (2) to sell the company's product.

Considerable research time went into the booklets. Under Wiewel's direction, teams of Crucible's technical and advertising men studied each industry under consideration. The entire effort, he points out, was a team job in which the metallurgical and stainless sales departments, and the company's advertising agency, G. M. Basford Co., took part.

In field trips through the most modern plants in each industry and from texts on the subject, Crucible classified the exact terminology and symbols used in these industries. Writers, artists and editors were then able to prepare the copy and illustrations so that the booklets would be acceptable to the people for whom they were designed.

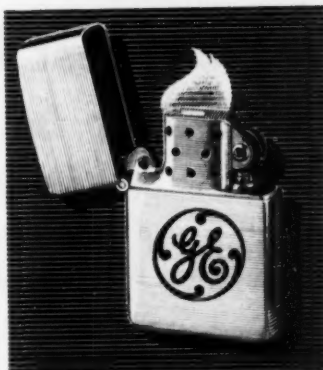
To help production men specify the correct type of stainless and to help them spot the *good* applications for stainless steel, the booklets list seven advantages for the product. Stainless, it is shown, resists corrosion, prevents contamination, cleans readily, withstands temperature extremes, provides great structural strength, resists wear and abrasion and allows complex fabrication.

Crucible's booklets were given the "Topper" award by the National Industrial Advertisers Association in Chicago in 1952.



You're there
...with Zippo!

Here's the odds-on favorite way to make a man think of you every day: Give him a ZIPPO engraved with your company trade-mark. He'll light on it many times daily for years. He'll take pleasure in ZIPPO's unfailing action—ZIPPO always lights with a zip, even in wind or rain. That's why a man *always* carries his ZIPPO with him, wherever he goes, whatever he does. And you too can be *there with Zippo*. Send in the coupon, see how little it costs.



Ideal for sales incentives, length of service awards, sales promotion premiums, business anniversary gifts.

FREE repair service—for life!

GET YOUR COPY
OF FREE BROCHURE!

ZIPPO
The One-Zip
Windproof Lighter

In Canada: ZIPPO Mfg. Co., Canada Ltd., Niagara Falls, Ontario. Prices slightly higher in Canada.

Zippo Manufacturing Company
Bradford, Pa. Dept. SM32
Please send FREE brochure showing Zippo models.
Company.....
Address.....
City.....Zone.....State.....
Att'n:.....Title.....



PROMOTION BUILDS PARTICIPATION: Youngsters by the thousands descended on Curity dealers for copies of the "Fun Book" that told how to win a prize. Pages in "Life" and "Look," and advertising on Dave Garroway's "Today," stimulated country-wide interest.

Kid Contest Pays Off Again For Bauer & Black

It's built around a doll character and a "Fun Book." There are thousands of prizes. It builds business for retailers.

Miss Curity is a strawberry blond. She is a pretty little nurse who teaches and preaches first aid practices to youngsters. Doing this, she stimulates sales of first aid supplies for Bauer & Black. She is the spark plug of the company's first aid program. She does all this without uttering a word: Miss Curity is a doll.

Symbol of the Bauer & Black (Chicago) Curity line of first aid supplies, the doll figure has become one of the "most wanted" by small girls to add to their "story book dolls" sets. More important to the company, Miss Curity serves as the [imaginary] conductress of the annual first aid contest carrying her name.

The second Miss Curity contest ended December 7, 1952, with what company executives term "howling

success." Competition among youngsters to win one or more of 3,421 prizes increased traffic and sales for drug stores and created good will for Bauer & Black. The contest also created immediate first aid sales because the children were obliged to submit wrappers or box tops from Curity products with their entries.

This is how the contest was set up: Each druggist who participated in the Miss Curity program was given a generous supply of 20-page "Miss Curity Fun Books" prior to the opening date of the contest. The books included all the things youngsters like to read and do—puzzles, games, coloring, jingles, etc. Each book contained four contest pages, and each contest page provided an opportunity for the youngster to win a prize.

On one side of each contest page was a picture to color, on the other side questions to be answered and a jingle to be completed. Each completed contest page had to be at contest headquarters, with a wrapper or box top, by midnight of the date carried on the entry blank printed on each page. The contest began officially October 26, lasted until December 7. It was divided into four parts, each lasting two weeks. For each part, there were 810 prizes: girls' or boys' Schwinn bicycles for first prizes, little Miss Curity dolls (for girls) and plastic Camper's first aid kits (for boys) as second prizes. For the best entry of all four parts of the contest, a \$1,000 Savings Bond was awarded.

In addition to the free fun books, each participating druggist received a colorful window poster announcing the contest and a durable counter display that held the Miss Curity Fun Books and invited the children to enter.

Supporting and publicizing the program were full pages in *Life* and *Look*, plus a special schedule over all stations carrying the Dave Garroway television show "Today." The combination of advertising in high-circulation magazines coupled with national TV coverage carried the story of the Miss Curity Fun Books and the four-part contest into communities from coast to coast.

Grand prize winner was Larry Karderas, 11-year old lad from Ft. Worth, Tex. Larry entered the contest with the Camper's first aid kit as his main objective. Nobody was more surprised than Larry when he won a bicycle, and then went on to win the \$1,000 Savings Bond. He received publicity in newspapers and over the radio, and was featured in a story carried by *Lions Magazine*. He was a "natural" for promotion.

George A. Percy, advertising manager of Bauer & Black, feels that the Miss Curity contests are "good merchandisers to create traffic. Merchants have something worth-while to offer free to the consumer, who in turn benefits and feels a sense of good will toward the local druggist and toward our company."

He estimates that in the past few years Bauer & Black has given away "millions of Miss Curity Fun Books to youngsters. These colorful books plus our contests have broadened public familiarity with our trademark and products. In our last contest dealers distributed around a million copies of the book to children of all ages."

Bauer & Black has definite plans to continue the Miss Curity contests.

4 ways the experts sell young women...

DELL MODERN GROUP

Gives you 7,500,000 young women with family incomes 44% above national. If your products are sold to young women, Dell Modern Group is your most logical market.

MODERN SCREEN

America's great screen magazine leads all others on the nation's newsstands. Ran more ad lineage, more editorial lineage than any other magazine in its field in 1952.

MODERN ROMANCES

America's youngest married woman audience. Median age only 23, and 75% married...74% with children. They buy more, because their young families are growing fast!

SCREEN STORIES

With Modern Screen, it gives you the largest block of screen circulation available anywhere, and an audience of young women with family incomes 60% above national.



Dell Modern Group

Dear Editor ...

SOME TALKED BACK ...

Editor, SALES MANAGEMENT:

The article "12 Types of Salesmen I Detest," by Henry Carlton Jones, irked me.

(I am not a professional salesman. I work for a firm of consulting engineers.)

The article has a negative approach. Mr. Jones sets himself up as a little tin god and is evidently very hard to get along with unless he has his way. It's easy to pick out flaws and faults in the other guy; it takes an intelligent, mature mind to be tolerant and good natured, even in the face of the 12 enumerated flaws he so vividly pointed out. The same thoughts could have been expressed in a positive approach, "12 Types of Salesmen I Like."

I pity Mr. Henry Carlton Jones' co-workers, especially his subordinates, whom he evidently must have around to build up his exaggerated importance.

GEORGE H. JESSICA
Chicago, Ill.

... AND SOME CHEERED

Editor, SALES MANAGEMENT:

A member of our organization read the article "Salesmen I Detest" ... Because he thought it was extremely effective, he passed it on to our sales manager who thought the message worth repeating in our weekly bulletin to our 100 salesmen.

Would it be possible for us to reprint [this article]? We think our salesmen would materially benefit from it ...

ROBERT H. MCCULLOCH
American Hospital Supply Corp.
Evanston, Ill.

(See page 105 this issue for the other side of the question: "Buyers I Dislike!"—The Editors.)

DIAMONDS IN THE GARBAGE

Editor, SALES MANAGEMENT:

Mr. J. B. Lavelle, president, the Northern Field Seed Co., Winona, Minn., sent me pages 30-35 from your issue of October 15 ... an article about the Oakland Garbage Composting plant. Since we also are engaged in the composting of garbage and have been operating a pilot plant here, we find the article interesting ...

We are not separating the bottles, paper, wood, bones, rags, etc., but are grinding all of it and composting to humus. We find that our bacteria convert the paper (ink and all) to a rich humus which is more moisture-retentive than that where the paper is removed.

While the glass is not composted, neither is it disadvantageous, because our growers here handle all the humus by mechanical equipment.

We are just as enthusiastic as Mr. Stovroff about the necessity for getting back onto our land the waste from the foods that now flow in increasing amounts from both land and ocean, into our large centers of population ...

It takes 5,000 years to create from vegetation by natural decay the top one inch of soil that supports animal and human life on this earth. Unless something is done by the present generations to put humus back on the land, some future generation is going to get very hungry.

RUSSELL N. EDWARDS,
President,
Tech Research Foundation
Miami, Fla.

(Reader Edwards refers to "The Product They Found in the Oakland Garbage Heap," based on an interview with Richard Stovroff, president, Compost Corporation of America. It reported on the firm's venture in making fertilizer out of city waste.—The Editors.)

Editor, SALES MANAGEMENT:

In Significant Trends, January 15, we noticed your reference to the National Chamber's Explaining Your Business seminar at the Mid Pines Club, Southern Pines, North Carolina, February 1-4.

This series of seminars (Mid Pines is the fifth held thus far.) is being concentrated solely on the problem of helping businessmen develop a better understanding among employees and the public of the operation of our business system.

The National Chamber has always recognized the importance of selling in the maintenance of a healthy economy. The Domestic Distribution Department of the Chamber is constantly concerned with this important phase of our economic life and, over the years, has worked closely with its membership on active programs designed to underscore the importance of selling.

We are constantly in touch with the leading sales executives of the country, and have worked closely with National Sales Executives.

WALTER B. PETRAVAGE
Assistant Manager
Department of Education
Chamber of Commerce of the United States
Washington, D. C.

(Editor Salisbury complained, in "Trends," that no selling subject matter appeared on the C. of C. seminar program. Mr. Petravage sets the record straight.—The Editors.)

COW IN THE LIVING ROOM

Editor, SALES MANAGEMENT:

I have read with interest the article "Brown's Cow Cuts Local TV Costs."

Frankly, from my own feeling and from that of many viewers I know, there would be no mystery over the success of this local New Orleans program and the format explains why. Many of us here in the Twin Cities prefer television presentations which show the casual, everyday things of life and which are aimed to present life and news as it occurs.

Of course, the coverage of the political conventions was important, and the coverage of the Japanese Peace Treaty was another highlight ... but I am quite sure that television stations could well add more homely programs on current life in these United States.

C. L. DOCKSTADER
The Minnesota Mutual
Life Insurance Co.
St. Paul, Minn.

(The program: "Mr. Brown Goes to Town." Sponsor: Brown's Velvet Dairy Products, Inc. Station: WDSU-TV, New Orleans.—The Editors.)

MEMORY LANE WITH SHELDON

Editor, SALES MANAGEMENT:

It was a pleasure to read your tribute to Arthur Frederick Sheldon (Shop Talk, Dec. 15), and I should like to second it.

Sheldon originated the concept of salesmanship as an orderly process of implanting in the prospect's mind a succession of ideas which should lead to a favorable decision. His formulation of the four steps in the process, Attention, Interest, Desire, Action, supplied the first sound basis for training in the art of making sales. The formula has been almost universally approved and, so far as I know, has never been substantially improved.

Since Sheldon's day a great deal of progress has been made in the specialized technique of selling a given product to a particular type of buyer. Underlying the technique, however, is his formula. Sheldon was a pioneer and certainly deserves to be remembered and honored.

W. H. LOUGH
President
TradeWays, Inc.
New York, N. Y.

Editor, SALES MANAGEMENT:

I certainly did enjoy the "Shop Talk" article in which you wrote about Arthur Frederick Sheldon.

I took Mr. Sheldon's course about the time he got it in the form he wanted it. If my memory is right, that was about 1924-25. I still have all the books and diagrams from the course.

Actually, I've never enjoyed anything more or had a thing stay with me the way his course did. I want to tell you that I wholeheartedly agree with the tribute you paid him ...

WALTER J. NILES
President
The Soundsciber Corp.
New Haven, Conn.

**don't underestimate
the importance of the
great and growing
Detroit market
by trying to cover it
with less
than two newspapers—
one of which,
The Detroit Times,
covers HALF
the market.**

*The Detroit Times "HALF" of the Detroit Market
Is Just as Important as the "Other Half"*

REPRESENTED NATIONALLY BY HEARST ADVERTISING SERVICE

What Salesmen Want From Management

Salesmen say, show us how to ...

1. analyze local market data
2. teach wholesalers to sell dealers; retailers to sell users
3. drive home advertising, sales promotion
4. increase return on investment through knowledge of modern business methods
5. get more product knowledge
6. get more competitive product knowledge
7. sell our franchise to prospective distributors
8. recruit, select and compensate our salesmen
9. answer objections from prospective users or dealers
10. learn more about service policies

What Distributors Want From Salesmen

Distributors say, give us ...

1. product knowledge
 2. full story of company programs and policies
 3. application knowledge
 4. more time with salesmen
 5. competitive product knowledge
 6. answers to objections raised by prospective users and dealers
 7. advertising, sales promotion know-how
 8. competitive price knowledge
 9. regular contacts at regular intervals
 10. realistic methods to sell our line to dealers
-

How G-E Trains By Listening to Answers

In sales training, management too often spoon-feeds salesmen and serves the wrong dish, thinks the supervisor, sales training, G-E Air Conditioning Division. Here's how he found out what they needed, and how he gave it to them.

If your job is to put together a sales training program, or to improve the present one, sooner or later you must organize a curriculum. What training areas will you cover? How will you sub-divide broad subject matter into sharp-angled segments? What do your salesmen *need*, *want*? How do you find out?

When M. J. Hackney, supervisor, sales training, General Electric Air Conditioning Division, began to draw up 1953 training plans for the division's salesmen, he had one objective: he wasn't going to serve up warmed-over hash. Instead, he'd find out the division's internal needs for information, training and exchange of ideas

by (1) asking salesmen themselves, and (2) asking their distributors where salesmen were weak; (3) he'd build his curriculum from the answers he got.

Division salesmen, who handle home heating and home cooling equipment, and products for commercial and industrial air conditioning and water coolers, make the rounds of distributors, prospective distributors, dealers and their salesmen, and users. What problems did they find hardest to solve?

BY PHILIP PATTERSON

Hackney asked them, by questionnaire.

Then he asked distributors what service and assistance they felt *any* good salesman should furnish, and what aspects of the salesman's training had been neglected, or had caused hardship or misunderstanding. "Base your answers on *all* salesmen," Hackney stressed, "not just G-E salesmen."

Results, capsulated in the 20 points leading off this page, are listed in order of importance and preference. You'll notice that salesmen put *more product knowledge* in fifth place, while distributors indicate that failure to supply adequate product knowledge is the bugaboo most often encountered in their contacts with salesmen. They listed it as #1.

Replies from both salesmen and distributors showed a definite pattern of preferences, Hackney discloses. And the replies provided the guidance Hackney was looking for. He could now formulate his program without climbing up into the ivory tower.

Here, point by point, is the or-

IMPORTANT ANNOUNCEMENT!

Consumer Buying Panel

Available in Baltimore!

The Baltimore News-Post, working through the Household Survey Group, has organized a permanent consumer buying panel which will keep advertisers in constant touch with the buying patterns in the Baltimore market.

- Who Is On The Panel** A carefully screened sample made up of 400 housewives from 400 families who typify the Baltimore market as a whole.
- How Does It Work** Each week the housewives on the panel record in a special diary their day-by-day purchases in 26 grocery and 7 drug and toiletry classifications.
- What Does The Panel Reveal** Baltimore News-Post advertisers will have access to up-to-date information on consumer purchases and source of purchase by product, brand, size, package and price. Advertisers in The News-Post will be furnished this information at no cost.
- Additional Data** In addition, special cross-tabulations of panel data will reveal further information about the purchasing habits of Baltimore housewives. For example, advertisers can learn who buys their products and their competitors' products. And the information will be detailed by age groups, income groups, racial groups and other significant groupings. *Special reports* will be supplied at *cost price* to News-Post advertisers.
- When Do The Reports Appear** Regular food and grocery reports will be issued every two months, with the first report scheduled for January, 1953. Drug, cosmetic and toiletry reports will be issued quarterly, with the first report also scheduled for January, 1953.
- How Advertisers Will Benefit** They will know more about consumer purchasing habits in the Baltimore market. They will get buying information while it's fresh and new. The panel will show brand loyalty or brand switching. It will show Baltimore housewives' reactions to test campaigns. It will also serve as a guide for testing advertising effectiveness and merchandise deals.

For further information about Baltimore's largest evening newspaper and how to add the News-Post Consumer Buying Panel to your advertising, marketing and sales resources—call or write the Hearst Advertising Service representative in your territory.

Baltimore News-Post

Bought and read by more-than-half of Baltimore's families

Represented Nationally by Hearst Advertising Service with Offices in Principal Cities

TO ALL MANUFACTURERS AND DISTRIBUTORS

*of Residential Construction
Materials and Related Products*

**Announcing an important
research study:**

"FORECASTING RESIDENTIAL
CONSTRUCTION ACTIVITY,
BY STATES, 1950-1960"
FOR USE IN SETTING SALES QUOTAS.

The study describes a technique of forecasting residential construction, based on an intensive analysis of new Census data which reveals which states can be regarded as "overbuilt" and which states are "underbuilt". Forecasts are then presented for each state for the years 1955 and 1960, and in the Appendix we indicate how corresponding forecasts may be made for any single year between 1950 and 1960. The study took several months to prepare and in our estimation offers one of the most useful analytic tools ever applied in a marketing research problem.

The report arose as a result of the many letters addressed to the editors of SALES MANAGEMENT MAGAZINE for whom we prepare the Annual Survey of Buying Power, asking for data that would enable manufacturers of construction equipment and related products to set sales quotas in accordance with regional growth trends in residential construction.

The report, running to twenty pages, plus three charts and a statistical appendix containing about fifty columns of data, completely covers construction activity in the forty-eight states and District of Columbia. For details on costs, etc., write to

MARKET STATISTICS, INC.

Research Consultants to Sales Management
432 Fourth Ave., New York 16, N.Y. MU-4-3559

ganization of the first training session, held in November, 1952. It was created by salesmen and distributors, rather than by management:

Procedures of modern business

1. Financial factors affecting profit
 - a. meaning of each element of financial statements; factors that control them
 - b. determination of financial adequacy
 - c. budgeting as guide to successful operation at both wholesale and retail levels
 - d. wholesale vs. retail operations
 - e. finance plans
2. Market analysis
 - a. total sales expectancy and sales potential by class of purchaser and geographic location within market
 - b. business characteristics of distributors serving market; percent of total sales realized by each
 - c. comparative appraisal of distributors being considered for franchising

Sales development methods

1. Advertising at the local level
 - a. defining the immediate goal
 - b. choosing the media
 - c. preparing ad, letter, etc

- d. timing
- e. tie-ins
- f. costs and expectations

2. Sales promotion
 - a. obtaining local publicity
 - b. analyzing elements of successful promotion; case histories
 - c. local exhibits; the display, manning the booth, recording leads
 - d. capitalizing on new construction
3. Salesroom display, window dressing, identification
4. Sales contests for salesmen or dealers, their costs and objectives; do's and don'ts to get results
5. Using proper techniques
6. Developing prospect lists

Advanced salesmanship

1. Effective presentation
2. How to teach
 - a. wholesale salesmen to sell dealers
 - b. retail salesmen to sell users
 - c. how to answer objections most frequently raised by each class of trade
3. How to prepare and conduct a sales meeting, evaluate its effectiveness, and determine whether



"... And now a report from the head of our Consumer Research Division."

content is put to use; how to assure attendance at dealer meetings; how to conduct question-answer session

Products and application

1. Sales features of G-E products
2. Competitive products
3. Application knowledge

Hackney's strategy netted more than he had anticipated. Said one salesman: "In your questionnaire to our distributors, what were you trying to do—put us on the hot seat?"

The salesman had one question in mind, that Hackney had directed toward distributors: "Amongst all salesmen calling on you, what do you consider to be the most apparent weaknesses that hinder their effectiveness?"

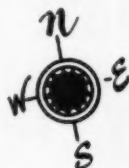
Distributors came through with answers. Their answers will give Hackney even more insight into what future training programs should include.

All Salesmen's Weaknesses—viewed from the distributors' side of the desk:

1. Calls with no particular objective
2. Fails to make definite appointment in advance
3. Knows less about product than I do
4. Doesn't appreciate problems of selling at wholesale level
5. Lacks knowledge of competitive equipment
6. Lacks interest in whether distributor is making a profit
7. Has no promotional ideas
8. Just takes orders
9. Leans too much on manufacturer's name
10. Does not know conditions at dealer's level
11. Has too little application knowledge
12. Unwillingly spends time in field with salesmen
13. Isn't able to train our salesmen and demonstrate final sale
14. Fails to check whether price sheets, manuals, literature are up to date
15. Is always after carload order, but is no help on moving what we've got.

Sales Contests Lagging? Give "Travel" Awards

INSTEAD OF MERCHANDISE



HAPPINESS TOURS has the answer to your "award" problem. Everyone likes to travel—go places and see things. What better awards could you give for your next contest or promotion than give trips or vacations to the winners? The pleasure, glamour, excitement of a tour will be remembered for years. The possibility of winning such a prize will add interest and enthusiasm that will amaze you.

HAPPINESS TOURS will help you plan your "incentive" programs... custom-make them to your individual needs and budget... handle all the details... make all the arrangements for you... have the "know-how" that make their trips a lasting memory of pleasure—long to be enjoyed.

**TRIPS TO
EVERYWHERE
FOR SALES
CONTEST PRIZES
AT EVERY PRICE**

Let us send you the names of clients who use Travel Awards with great success. Write today for complete information and "Contest Award" rates. Naturally, there is no obligation.

ask about our
**SPECIAL
"AWARD"
RATES**

**TRAVEL
IS THE WINNER
FOR SALES AWARDS**
Dealer and Consumer
CONTEST PRIZES
Production Achievements
Retirement Gifts

**Happiness
tours**

**CLIP THIS COUPON
TO YOUR LETTERHEAD**

AMERICA'S GREATEST TRAVEL VALUE

Happiness Tours, Dept. 509
6 East Monroe Street
Chicago 3, Illinois

Yes—I'm interested in learning more about the Happiness Tours "Travel Award" Program.

Name _____ Title _____
Firm _____
Address _____
City _____ State _____
Phone _____

14% above the national average! That's the Michigan family-food purchase story! All 8 Booth markets benefit!

(1952 Sales Management Survey of Buying Power)

TOTAL BOOTH
ABC NET PAID,
418,032

• MUSKEGON

• BAY CITY

SAGINAW •

• GRAND RAPIDS

• FLINT

KALAMAZOO

• ANN ARBOR

JACKSON •

FOR NEW MARKET FOLDER CALL NEAREST BOOTH OFFICE—A. H. Kuch,
110 E. 42nd Street, New York 17, New York, Murray Hill 6-7232 The
John E. Lutz Co., 435 N. Michigan Ave., Chicago 11, Ill., Superior 7-4680

BOOTH *Michigan* NEWSPAPERS

GRAND RAPIDS PRESS • FLINT JOURNAL • KALAMAZOO GAZETTE • SAGINAW NEWS
JACKSON CITIZEN PATRIOT • MUSKEGON CHRONICLE • BAY CITY TIMES • ANN ARBOR NEWS



THE MAN IN THE APRON is "The Man From Cunningham & Walsh." In fact it's Agency Head Jack Cunningham, who puts himself and his creative personnel out into grease pits and warehouses to get close look at clients' problems.

Why C & W Copywriters "Get Out and Get Under"

Critics like to take occasional potshots at advertising agency people and call them blue-sky theorists who are oftentimes too far removed from the marketplace to bring clients measurable results.

Is the barb legitimate or unfair?

At any rate, Agency Head Jack Cunningham, Cunningham & Walsh, Inc., New York City, long ago concluded that a consistent policy of getting agency people out from behind desks and drawing boards and into retail—actually behind counters—would do much to overcome criticism.

Result is that most C & W creative personnel spend at least one week out of the year putting in licks at points where customers meet products made by C & W clients, and where the specifics of advertising and merchandising meet the test of consumer acceptance.

Apparently none of the agency's "think" personnel are exempt from retail work-weeks. The plan is a

year-in, year-out policy, and has been for the past two years, according to Cunningham. During that time the agency has put about 100 staffers behind cosmetic counters, in jewelry and grocery stores, service stations and travel agencies, airline ticket offices, drugstores, music shops, appliance stores, stationery outlets.

Each day on the job, the copywriter, artist or service executive is required to write a detailed report of the day's activities.

From the "creative merchant" program, Cunningham is able to come up with specific recommendations to agency clients—ranging from revamping entire advertising campaigns through revisions in merchandising policies.

In its food products alone, the agency's work-week has resulted in...

1. Conviction that two products in a double wrap would sell at the standard price just as well as they would at a "special" price.

2. Redesigning of "jiffy" stands to enhance visibility.

3. More respect for the manufacturer's guarantee; in one case, point-of-purchase appeal in an electric kitchen [Murray Corp.] was redesigned to feature a guarantee—a direct result of behind-the-counter experience of a C & W account executive.

Other observations: (1) women shoppers are extremely brand-conscious, while men shoppers are "usually robots"; (2) women study grocery advertisements with an eye to finding well-known brands at special prices; (3) women are particularly loyal to a favorite brand of coffee; (4) price cuts may sway women once, but only once; (5) the majority of women make their purchases from the bottom of the stack, no matter how difficult it may be.

Cunningham thinks these recommendations to manufacturer-clients help keep merchandising—and advertising—realistic. For example, point-of-purchase observation reveals that customers and salespeople seem to know little about the differences in quality of silverware—sterling or plated, grades, weights, etc. Also, the agency has found that brand names are important deciding factors in purchases of flatware, but not in holloware, important to know when you handle International Silver Co.

A copywriter who put in a week as a grocery counterwoman thinks the most valuable result of his experience "has been acquiring the 'feel' of a super market and the points of view of its operator and personnel." And, he says, "contacting of retail and wholesale grocers as a missionary salesman has changed my perspective." It's bound to help him be a better salesman in print for Super Suds, Soilax, and Sunshine biscuits.

Another conclusion—one you might have guessed—is that "too often sales training is weak or non-existent." Sales are lost, say the staffers, because the salesperson has neither product knowledge nor interest. Accordingly, recommendations point the way to improved sales aids, including counter cards with specific sales points; dated sales literature, in some instances fastened to the product; simplified price booklets.

C & W has turned the "creative merchant" plan into something close to enlightened self-interest; readers of New York City newspapers regularly follow the agency's work-week adventures through picture-and-caption advertisements headed, "The Man from Cunningham & Walsh."

Readers have seen a picture of Copywriter Bill Alexander stacking

Chase brass in a downtown Manhattan brass warehouse; they've seen Copywriter Art Buckley doing stock-boy chores in a suburban New Jersey super market; they've even seen Jack Cunningham, himself, working out in a grocery store, setting up food displays, unpacking canned goods, and no doubt, keeping an eye on the movement of Chesterfield's and Narragansett beer.

Whoever is singled out for the week's advertisements, the agency gets its point over: "... [This man] ... is on hand to get the grass-roots feeling of retail selling, to learn firsthand the problems of moving merchandise across the counter, to discover the effectiveness or lack of it in his client's product sales appeal, packaging and display techniques."

Observations are somewhat candid. Reported one copywriter: "The 12-year-old 'average mind' is a myth invented by some advertising man to make his copywriting easier ... these customers are no dopes."

By C & W definition, the "creative merchant" program is something new in the agency business. It will continue, and so will "The Man From Cunningham & Walsh" newspaper advertisements.

Another Bank Takes 'Ice' Out of Advertising Copy

A man who described himself as "a refugee from high finance and high humidity" made Bank President Walter R. Bimson, Valley National Bank, Phoenix, sit up and take notice. The man, an ex-Wall-Streeter named H. A. Leggett, had been, among other things, a financial writer.

"Bankers and morticians," wrote Leggett, "apparently have much in common. Practitioners in both fields are always somberly groomed, dignified in demeanor, efficient and impersonal in their relations with clients." Leggett allowed that "only a pixie would ever contemplate turning hand-springs in a bank or attempt to slap one of its Senior Officers on the back." Furthermore, he said, banks are sometimes mistaken for railway terminals or mausoleums. "Pigeons love to visit them, whether or not people do."

Leggett and Bimson saw eye to eye, and Leggett became the bank's vice-president and economist.

Last month the first of a series of

one-column advertisements appeared in *The Saturday Review* under the heading of "Economic Hypochondria." The column was written by Refugee Leggett and the space bought by the Valley National Bank. The writing was the most tongue-in-cheek to appear in the *Review* since the magazine dropped its lonely-hearts advertisements.

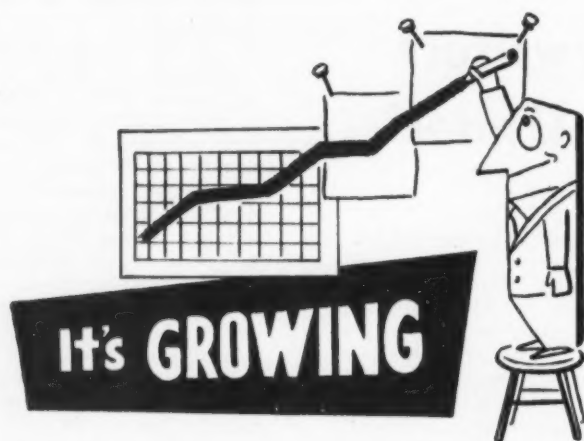
Wrote Leggett: "... It is difficult to compete with the precise and pontifical pronouncements of Messrs. Kiplinger, Winchell, et al ... [but] there is just one thing of which we always can be sure. ... When the year-end reports are published, corporate assets will balance exactly to the penny with corporate liabilities."

What kind of advertising do you call that—and in *The Saturday Review*, too?

Since the magazine dropped *Literature* out of the title, it makes no bones about swinging editorial content away from tea-time discussions of literary diversissements to solid discussions of business management, government, politics, edited for readers who "have time to think."

And as for the Arizona bank, about 80th in size among the country's 15,000 banks, its President Bimson says: "We want you Easterners to know that we're a bunch of human beings out here." Hence "Economic Hypochondria."

Bimson offers one more piece of evidence to help establish what looks like a trend; banks are beginning to look less like mausoleums—inside, and in print.



FAMILY GROWTH in the Buffalo Metropolitan area is 24% in ten years. Employment growth is 30%. Your sales in this growing market will grow too, when you use the Courier-Express to tell your story to the families with the most money to spend.

NOW FULL ROP COLOR
Full ROP color daily and Sunday—to give your message still greater impact in this powerful paper.

BUFFALO COURIER-EXPRESS

Western New York's Only Morning and Sunday Newspaper

REPRESENTATIVES:

SCOLARO, MEEKER & SCOTT

The only magazine with 100% of its circulation among biggest-buying families with children!

1,500,000 guaranteed
beginning with Sept. '53 —no increase in base rate!

THIS SEAL UPS SALES!

NATION-WIDE FIELD SERVICE

USEFUL TO ADVERTISERS AND EDITORS

Organization of 500 capable Photo-Reporters provides effective way to obtain on-location photos, case histories, stories, testimonials and releases.

for more information write or phone

SICKLES PHOTO-REPORTING SERVICE
38 Park Place, Newark 2, N. J.

SALES MANAGEMENT

Salespeople Not Needed? "I Say Phooey!"

Who answers the prospects' questions? Who stages the demonstrations? A temporary salesperson talks back.

BY ROBERT D. POLATSEK

Spokesmen for mechanized selling have long maintained that the need for creative salespeople does not exist—that, in fact, the need has never really existed. I decided to check this theory myself, by getting behind the sales counter to find out if people are beginning to buy automatically.

I chose a credit jewelry store, but not the kind the classification usually brings to mind. Everything in the window is nationally advertised, but there is no "switch selling." If the customer asks to see a Bulova watch, the salesperson is not instructed to shift to some unknown brand which carries a markup as high as 300%.

What I Found

After three weeks of retail selling, I can say that mechanized selling may be here for the super market, but for considered items in many other fields, it just isn't true.

Here are concrete examples of my selling experience:

A customer asked for a Sunbeam toaster. Although she knew the brand name she did not walk in, ask to have it wrapped up and walk out. She wanted to know how it works. . . . What makes the slice of bread stay down? . . . Will it really come up when it is toasted? . . . What about the Toastmaster (which she thought Sunbeam Corp. manufactured, but which is put out by McGraw Electric Co.)?

Who answers all these questions? Who *sells her up* to the more expensive automatic model when she comes in to buy the cheaper one?

It is the salesperson. And, as every retailer knows today, the cost of each sale is so high, and so inflexible, that the sale has to be bigger for him to come out on the right side of the ledger.

Cuckoo clocks, for example, were a good seller. Some sold easily, some

did not. A customer whom I did *not* sell wanted to know the various models and prices. Then he wanted to know how long they ran, all about guarantee and chimes, and whether the cuckoo mechanism is separate from the regular one. When I had finished my sales talk, I realized how much information I had picked up about this clock. I also realized that somebody had to know the answers to those questions.

The Polaroid Land Camera wasn't hard to generate interest in. But it had to be demonstrated, or nobody would believe that it develops and prints its own pictures. Moreover, the gadget bag, bulbs, film, meter and lenses had to be sold. These added \$60.53 to each Polaroid sale.

Most expensive appliances and traffic items don't sell themselves. This is true, for example, of clock radios. A customer came in for an RCA clock radio. He intended to spend a maximum of \$29.95. I showed him a Hallicrafter; he liked the leather case. Then I explained that it was also a short wave set, which was something he had not known. Result: a \$54.25 sale instead of one for \$29.95.

What Did This Prove?

What did all this prove to me? For one thing, it proved that you can invariably sell a customer when you know something about what you are selling, and how to sell it.

But how does a "green" salesperson acquire this knowledge? Here is the way I went about it:

Whenever I had an opportunity, I read all the product literature I could find. In many instances, this consisted of folders for customers. For some items, such as radios, the manufacturer's catalogs proved helpful. Traffic appliances usually have informative tags. Certain items, such as mixers

and broilers, come with recipe books. These furnish not only product information, they also indirectly provide selling points.

Finally, I spoke to some of the older salespeople. Like all salespeople, they have their favorite stories about the "biggest sale," the "toughest sale," and the sale that required some special ingenuity—and they like to talk about their experiences.

This information, combined with the product knowledge I had acquired, gave me the raw material I needed. It was a matter of adapting this material to achieve the best possible sales approaches.

For a while, I experimented and used different approaches on different customers. In a few days, I had a good idea of the approaches which worked with various types of customers. I wrote these down and compared results.

I also found that I was beginning to appraise people by what they said when they approached me. When they said nothing, or were not specific in their requests, I suggested better merchandise.

These selling experiences confirmed my belief that the need for creative selling *does* exist.



**you'll be stuck on
GOODSTIX, too!**
new transparent self-sticking
sign . . . for all industries!

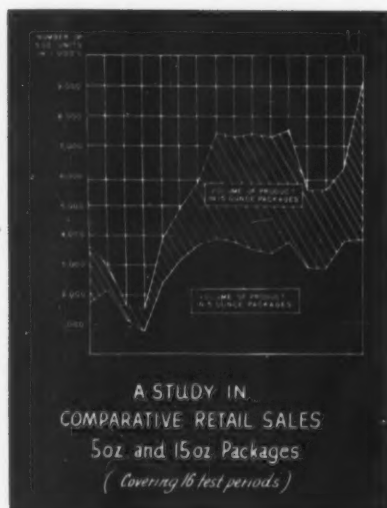
GOODSTIX new transparent self-sticking signs are so simple to use at point-of-purchase. No glue, no tape, no moisture, no mess. That's why retailers and salesmen appreciate GOODSTIX. Just peel off the two protective strips—and press. No wonder hundreds of firms—in a wide variety of industries—are snatching up GOODSTIX. **HOW ABOUT YOU?**

**STREAMERS • POSTERS
SIGNS • INSTRUCTION LABELS**



FREE! informational folder
"GOODSTIX FOR SALES."
Call, write, wire for your copy
and samples.

GOODREN PRODUCTS CORP.
DEPT. SM-2 136 WEST 21 STREET, NEW YORK



Management uses our answers

- After reviewing this Burgoyne Chart showing actual sales in three Burgoyne test cities . . . Peoria, Syracuse and Grand Rapids . . . this Management knew it should put more pressure on its 15-ounce package.
- Have *your* sales problem evaluated by over-the-counter sales . . . as do national grocery and drug advertisers.
- Sales-testing with Burgoyne "store panel research" is an accepted Management tool. Such research proves new products, prices, promotions . . . determines market strategy . . . decides internal arguments.
- Tell us what you want sales-tested and ask for a research proposal.



Shop Talk

Sales that Satisfy

With the personnel situation as tight as it is today, the prospect of staffing a brand new department store with salespeople is frightening enough to scare the wits out of any but a very courageous and determined management.

But here is the Federated Stores organization (see "Is Fedway in Your Sales Future?" this issue, page 34), embarked not only on one such project, but engaged in setting up a whole chain of stores. Two stores are, in fact, already open; two more are to open this month. Question: When a housewife with a shopping list presents herself at a Fedway counter, what assurance is there that she will be greeted with something other than indifference and a cold stare?

During the course of his research work in gathering the material for the article about Fedway, Mike Hughes dug out and brought back to the SALES MANAGEMENT office, a dozen or more printed pieces which are the end products of Fedway's groundwork on retail sales personnel. The company has organized and simplified just about everything it knows about effective retail salesmanship, and packaged it for the use of its new employees.

The one booklet that held special interest for me is called "Sales that Satisfy." It's for the man or the woman who meets the prospect at the retail counter. It takes for a text a quotation from the July, 1952, issue of *Fortune*:

"The U.S. selling apparatus is the greatest tribute to the customer the world has ever known. To come up with kinds of products the customer will like, manufacturers spend millions each year on product research and design. To whet his appetite, they spend at least \$3 billion advertising to him over radio and television, in newspapers and magazines, and on blimps in the sky. To close with him they maintain battalions of salesmen to move the products from factory to distributor and wholesaler, and on to the retail store, where like an inverted pyramid, the whole great machine comes to focus—at the last two feet of counter between the customer and the sale."

Thus Fedway begins at the beginning—to tell the salesperson how important he is. The text comments: "What happens between the customer and you will decide the fate of the entire elaborate apparatus that is Fedway. Your success is our success."

The newcomer is reminded that he is at once an artist ("painting word pictures"), a host in the house, a diplomat turning objections into selling points. The matter of attitude is boiled down: "Treat your customers as you would like to be treated." The need for good grooming is touched upon, and the need for responding to a customer's desire to be served with both speed and interest. There is a page on what salespeople can do to educate themselves, advice on handling the customer who is "just looking."

The advice on price is sound, simple, adaptable to many other kinds of selling. The salesperson is told to start with best-sellers, then work up or down in price according to the response. Then: "If she doesn't object to the price, promptly show her the better quality, making sure to sell her on the superior features and to tell her why these advantages will give her greater service, prestige, satisfaction. When your customer asks the price, *always answer with a value point.*"

"Customer: 'What's the price of this belt?'"

"Salesperson: 'It's \$12.50 and it is genuine alligator'."

It would be hard to find a more practical, more succinct, statement of a sound technique for handling price, for trading up, for responding to a price inquiry. Think what the application of these simple principles would mean in terms of increased volume if we could persuade thousands and thousands of retail people to practice them!

Fedway's little manual stresses the necessity of showmanship in selling. Let's quote again:

"When you let her

- ... Touch it
- ... Look at it
- ... See how it works
- ... Smell it, if it smells good
- ... Try it on, if it's something to wear ...

"... when you appeal to all her senses in this way, you help your customer see *why* this is right for her, and *how* it will fit into her picture. And you've probably made a sale. ... For this is not merely an excellent dress you're selling her, or a well-built chair. It's part of an entire scene in which pleasure, good value, comfort and beauty are more important than cotton or threadcount, wood or construction."

The "power of suggestion" ("the greatest single force for extra sales") gets its own page in the Fedway manual. So also does the problem of what to do to help a customer make her final selection among optional choices.

The wind-up is a caution against high-pressure sales tactics, a suggestion that all salespeople learn to trace back reasons for lost sales. The whole 24 pages boil down to this summary:

1. Be willing to serve. Greet your customer promptly.
2. Be friendly to your customer. Welcome her as a guest in the house.
3. Know your merchandise.
4. Use the "You Approach." See merchandise in terms of your customer.
5. Demonstrate your merchandise. Be a showman.
6. Show respect for better quality. Point out reasons for superior value.
7. Never use high-pressure tactics.
8. Let the customer look around, but don't desert her.
9. Suggest related items, special values, etc.
10. Close the sale!

"... but there's more, far more, to a career in selling than a handful of rules. Selling involves people—you and your customer—and dealing successfully with people implies understanding them. At Fedway we believe that the greater desire you have to know people, the greater chance you'll have to guarantee them the satisfaction that can assure us all of success—and of service that is a positive value to the community."

I have gone into some detail on "Sales that Satisfy" because it seems to me to be a superior job of manual-writing for men and women who sell at retail. The thought I have in mind is this: You who make the products these Fedway people, and other retail salespeople, are called upon to sell, might well consider using the same subject-matter framework for a retail manual of your own. In it you would, of course, be talking in specific terms about your own merchandise, your own brands, your own special values. We just seem to need, so badly, to do anything we can to improve performance at those "last two feet of retail counter."

A. R. HAHN
Managing Editor.

After all,

in any market

only one

newspaper is

Newspaper

Number One

—and

no "story"

can change

that.

San Francisco
EXAMINER

HEARST ADVERTISING SERVICE

What's Behind the Fantastic Upsurge In Sales at Franklin Life

(continued from p. 27)

the major part or all of the premium for protection in case of death. We changed things around to put the emphasis on reserves for retirement."

Later on in this report, it will become evident how the "Franklin Specials" help so materially to alleviate the new man's most critical problem: that of getting into substantial production quickly.

There's a third answer, too, to the question, "What makes this company different?" It's the most important answer. It's a human relation attitude that pervades the whole organization.

The company calls itself "The Friendly Franklin," and just about everyone in it seems to feel a personal responsibility for making it so. Despite the fact that it now ranks among the 30 largest insurance companies in the U.S., it has managed, in human relations, to save small-business virtues. It has conquered the geography of a coast-to-coast field organization. It never has lost the personal in the jungle of the corporate.

Many of the field men call the Franklin spirit a "family feeling." One agent termed it a "combination of brotherhood and business." Whatever it may be called, it is the antithesis of stuffed-shirt management.

Such a situation is unusual, indeed, in a business world where the typical company as it grows bigger and bigger, tends to isolate its staff officers, to dam up its communications, and to acquire within its ranks scores of people who are strangers to each other.

President Becker himself can call at least 75% of the field men and their wives by their first names. Vice-President Whaley, on the occasion of a sales convention held in Atlantic City, is reported to have toured the floor of the convention and spontaneously introduced 250 agents and their wives, identifying all of them out of his prodigious memory. "And not all the husbands and wives were sitting together either," said one of Whaley's awe-struck associates.

Communications between home office and field are warm, personal, friendly. There's always praise for a job well done . . . a letter on the occasion of an anniversary . . . a note of encouragement during a period of rough going. Instead of attempting to drive men to produce, the management echelon seems to have developed a remarkable skill in the kind of leadership that helps men to discover, and encourages them to use, the full

measure of their own capacities. Moreover, the management group finds a dozen ways to elevate the selling job to professional stature. In the salesmen this is reflected in a staunch feeling of self-respect and a sense of dignity in the jobs they are doing.

All of which may sound a little idealistic, a little too good to be true. But let's look at it through the eyes of some of Franklin's agents. Many of these men have come to Franklin from other insurance companies. What they express in conversations and letters is extremely revealing to anyone who may be giving intensive



When Are You a Salesman???

When you spend most of the day arranging your prospect cards in a little box, you are a \$30 per week filing clerk.

When you spend half a day typing a letter with one finger, you are not worth more than \$25 a week.

When you walk down Main Street without an appointment, you are just another pedestrian . . . and riding a streetcar, you are just another passenger.

When you sit in a prospect's office talking about golf or baseball, you are just a visitor. **YOU ARE A SALESMAN only** when you have placed a definite plan before a prospect to which he can say yes or no, and **HAVE ASKED HIM TO BUY IT!**

Let's Beat Last Year!

SALES BULLETINS are indispensable management and training tools for Franklin Life. One of these is President Becker's "Monday Morning Memo." Here's a sample.

study to the reasons why salesmen just tend to drift away from some firms.

A Louisiana agent is such a man—one who came to Franklin from a much larger company. Recently he wrote in a letter to President Becker:

"I just can't help making a mental comparison of my present association with you and my former connection with the X . . . company. It is impossible for me to conceive of the president of X . . . showing such consideration and thoughtfulness to the little finer things for the field force that make a membership in the Franklin family so pleasant. Mind you, I do not say this in a derogatory thought toward X . . ., as I do appreciate the 13 years of service I had with them. But I presume an organization of the size and type of X . . . must be military in nature, with the field man submerged and his individuality lost."

Reactions from many of the field men show how necessary it is to all human beings to have their importance and individuality recognized. Here's another one writing to President Becker:

"There is . . . an unusual quality about Franklin that is a great inspiration to those of us who are experiencing it—that is the feeling of being wanted. This is a very important emotional sensation to most of us in the field. When I visited the home office everyone from yourself and your immediate staff to every department of the business greeted me warmly and made me know that, for the moment at least, I was the most important business. That sort of thing does something to a salesman. Believe me, the man who has the double feeling of being wanted both at home and at his work, has a tremendous advantage over the other fellow who may be just struggling along because he is being pushed or driven by his immediate superior.

"I had that experience with the Y . . . company, when I started in the life insurance business. It was . . . in a fairly high type group of 60 men. That district superintendent drove me right out of the business because of his sledge-hammer method of 'inspiring' these men. That was an extremely unfortunate experience for me because I have since found that I belong in life insurance, and should have been in it all these years . . . probably would have been except that I chose to be treated as a gentleman rather than as part of a herd of cattle."

This dignity-of-the-individual theme turns up again and again. A Michigan agent: "I have been a happy member of the Friendly Franklin Family for almost five months, and I am still awed by the tremendous interest that is taken in the field force. [Eleven years with other life insurance companies] had taught me that the agent was 'part' of the organization but not really an 'individual'."

A Utah man says, simply: "We feel that we are appreciated." A Pennsylvanian expresses wonderment: "Imagine calling vice-presidents 'Swede,' 'Boo,' and 'G.B.', instead of

'Mister'!' A Californian: "You have given me the confidence I needed to build and develop . . . You have given me peace of mind." What all of this adds up to is that many a Franklin field man is unashamedly sentimental about his company.

Even though a dozen or so new men are added to the Franklin field organization every month, the company sees to it that they get an immediate opportunity to see the home office and meet all company executives. In Springfield, Franklin runs a sort of perpetual open house. Big and little groups of agents and their wives (wives are *always* included) are in at all seasons of the year.

They may be there because the men are inductees, or are getting some training. Or they may be enjoying the trip at company expense as a reward for unusual sales performance. (The week in which this reporter gathered the material for this article, a dozen men and their wives were there from Wilmington, Del., and several newcomers-to-Franklin from Tennessee agencies.)

There are attractive girl guides to take visitors from department to department, and to show off the facilities of the newest building dedicated last October. There is a hostess to see to the creature comforts and the social courtesies, to organize teas for the wives, to plan, perhaps, a sight-seeing trip to the Lincoln restoration at New Salem. President Becker often joins such groups at luncheon in the executive dining room, where he table-hops and chats with his visitors, more often about their personal affairs and interests than about the serious business of insurance.

A day or two of this kind of hospitality often does strange things, especially to men who had worked before in a business atmosphere where leadership was weak and impersonal, and human values either were largely ignored or grossly misunderstood.

A Georgia agent who had worked for 15 years for two other companies had his first full year with Franklin in 1951. In that year he enjoyed his

Helping the Salesmen To Help Themselves

Franklin's house magazine, "The Franklin Field," serves both a morale-building and a training function. Its editors find scores of ways to encourage the men in the field to analyze their work, improve their skills, become better managers of their own time. This check list was presented in the August, 1952 issue, when election talk was running at high tide.

Using this sample ballot, on how many points would you vote for yourself?

○ SUCCESSFUL PARTY

☐ Do I Know My Line?

Is my knowledge of our exclusive sales plans adequate so I can make my sales talk convincing? (People are buying more life insurance, but they are buying the bulk of it from underwriters who maintain their sales skill by constant practice and agents who are proficient in the art of salesmanship.)

☐ Is My Energy High?

Do I work just as enthusiastically at the end of the day as I do at the beginning—and think just as effectively?

☐ Do I Plan My Time?

Do I start each day knowing whom I am going to see that day and when; do I start work "on time," morning and afternoon? Do I plan my first interview of the day so that it will be interesting, impressive and action-arousing?

☐ Am I Enthusiastic?

It is said that 9 out of 10 sales are made not because the prospect believes what the salesman says but because he believes the salesman believes what he says. Am I the kind of salesman who believes what he says?

☐ Is My Prospecting Activity Planned?

Do I have a logical plan for finding new prospects, and do I follow that plan at regular intervals or on schedule so that I am able to take the "problem" out of prospecting?

☐ Do I Take Fair Criticism?

Can I take constructive criticism no matter who gives it and profit by it? Do I analyze all criticism?

☐ Are My Records Intelligently Kept?

Do my records make available to me any information I should happen to need about people on whom I call?

☐ Is My Personal Appearance Good?

Is my personal appearance such that it attracts attention neither by being too perfect nor imperfect?

☐ Am I Aggressive?

Do I attempt to close the sale in every interview so that my prospect will have several chances to buy? Do I recognize that a sales talk is not a request to buy, and that prospects buy mainly from salesmen who ask them to buy?

☐ Do I Use Pre-Approach Influence?

Wherever and whenever possible, do I try to learn in advance all I can about the person upon whom I am going to call?

☐ Am I Reasonably Persistent?

Do I stay with a prospect as long as there is a chance of selling him and never take the first "no" as final?

☐ Do I Have An Effective Close?

Do I have several effective closing methods and "sales jabs" so that when one fails, I can use another?

The Background for This Story:

Entirely undaunted by rivers of red ink and the stormy economic outlook, Charles Becker founded the Great American Life Insurance Co. in San Antonio, Tex., in 1931. The company sold insurance only in the State of Texas; it had 114 competitors. It sold ordinary insurance, and, beginning in 1935, a small amount of industrial insurance. By 1939, when Becker went shopping and finally bought control of Franklin Life Insurance Co., of Springfield, Ill., Great American had about \$40,000,000 of insurance in force.

After the Franklin purchase, GA operated for about a year as a separate company, then was wholly absorbed, with all its policyholders reinsured in Franklin. The industrial insurance inherited from Great American is the only industrial insurance carried by Franklin today.

In December, 1939, when the Franklin purchase was completed, that company was making a slow recovery from the ravages of the depression. Insurance in force, after having hit a high of \$225,000,000 in 1931, had sagged to \$170,699,000 in 1935, was standing at \$177,500,000 on January 1, 1940. While the present management tends to speak gently of its predecessors at Franklin, a look at the record discloses that the company was both literally and figuratively suffering from senescence. The average age of its employees was 48. Its operating methods were obsolescent. Its agency force was ineffective.

The new management called in a firm of consulting insurance engineers to make a complete survey. As a result there were substantial changes in personnel, with \$140,000 lopped off the payroll. Cost-control systems came in; new machines were acquired to lessen the figure work and the record-keeping. When the reorganization was completed, there were 135 employees in the home office. Today there are nearly 800; there are two new buildings, and before the plaster is dry in the third (dedicated in October, 1952), there will be need for a fourth.

highest income. On one occasion he wrote:

"When my letter of resignation from my previous company reached New York, I had a phone call from there inviting me to New York so that I might be shown the mistake I was making. In 15 years I had never had an invitation to the home office of either of my companies, and though many times I would have appreciated such an invitation, this one came too late. I just wasn't interested."

When Franklin is discussed among its competitors and the participants seek an explanation of the reason some hundreds of insurance agents have deserted other firms (some of them "big-name" companies in the industry) to join Franklin, they tend to dwell almost solely on the fact that

Franklin's compensation scale is what they consider to be, by their own standards, overly liberal. They explain everything in terms of money.

The higher incomes so many hundreds of men have achieved under the Franklin setup do, of course, play a big part in the job-satisfaction of Franklin men. But every research study ever made to discover what makes happy and productive salesmen has produced the same answer: Money isn't everything. The men want security, opportunity, recognition, a sense of personal dignity.

Let the Franklin agent from Louisiana quoted before put this in his own words:

"I am 43 years old and I look at life a

little differently than I did 15 or 20 years ago. I am convinced that there is something more valuable to me in my association with Franklin than increased earnings. It is my increased happiness and the joy I get out of my every-day work. To know that I am thought of and looked upon as an important cog in our great organization is a satisfaction to me."

An Indiana man engaging in some philosophizing and some self-analysis:

"I don't have the pressure in business I had with the Z..... company. I wouldn't want to give the impression that I think financial gain is the only important advantage of a Franklin association. It certainly is no disadvantage. But, frankly, I joined Franklin because I believe the best-governed people are the least-governed people. Sometimes an experienced underwriter becomes frustrated by all the rules, regulations, and regimentation imposed through the managerial system. I was one of those . . . Violet and I often speak of the difference my Franklin association has made in our lives."

To summarize the human relations phase of Franklin: It's a company in which the salesman enjoys his own individual place in the sun. Those on the management level see to it that he never loses this feeling. One agent sums up: "I think what the home office does for us in the field is far beyond the call of company responsibility."

Agents Vote on Policy

Entirely aside from personal relations matters, Franklin's field men are drawn in frequently on policy-making and operations detail. No upsetting edicts are handed down arbitrarily from headquarters. Where any change would affect the work of the field representatives, it is always first referred to at least a cross section of the sales force. Such opportunities for self-expression reinforce the feeling of the men that they are "on the inside looking out" and not "on the outside looking in."

Today Franklin has about 2,000 agent contracts. Of these, 800 full-time men and women constitute the productive group that accounts for the major portion of volume. Another 500 are part-time agents who combine insurance with other interests. The remainder make up the group which represents a still-unresolved problem to the extent that turnover in it is still too high. (Every insurance company in the country has such a group; it's a reflection of the fact that insurance is a highly competitive field, that success in it demands a certain rather rare combination of temperament and ability, that the product is an intangible.)

Even with more and more care de-

Idea suggested by DONALD B. BUCKLEY
Van Sant, Dugdale & Company, Inc.
Baltimore, Maryland



In Chicago, it takes 2— to do the town right!

BECAUSE . . . Chicago has outgrown the power of any single daily newspaper to reach even half of your city and suburban prospects.

Today it takes two daily newspapers to reach a majority of the market—and for MOST net unduplicated coverage, one of your two MUST be The Chicago SUN-TIMES!



CHICAGO SUN-TIMES

211 W. Wacker Drive, Chicago • 250 Park Avenue, N. Y.

READERSHIP CONCENTRATED WHERE MOST OF THE BUYING IS DONE

LOS ANGELES
Sawyer-Ferguson-Walker Co.
612 So. Flower St.

SAN FRANCISCO
Sawyer-Ferguson-Walker Co.
1213 Russ Bldg.

PHILADELPHIA
Sawyer-Ferguson-Walker Co.
Girard Trust Bldg., 1400 S. Penn Sq.

MIAMI BEACH
Hal Winter Company
9049 Emerson Ave.

ATLANTA
Sawyer-Ferguson-Walker Co.
821-822 William Oliver Bldg.

voted to the most conscientious screening of applicants, the company is not yet skillful enough in selection to avoid some candidates (1) who may seem to have good qualifications but who are temperamentally unsuited to sales work; (2) who are attracted by earnings possibilities but are simply unwilling to work; (3) who cannot or will not learn to work right.

But Franklin's record on turnover among its top 300 men is less than 5%.

Among the top 800 men, average annual earnings are in excess of \$9,000. The top 200 average \$12,000;

the top 100, \$25,000. Contrast these figures with the record for 1939, the year before the new management came in: In that year the income of the first 100 men averaged \$4,100.

Like almost all other insurance companies, Franklin pays its field men on straight commission. But its application of the commission principle is, like so many other Franklin ways, different. The way in which it is different accounts for the high average earnings of Franklin agents.

There is a graded schedule of commissions, scaling down from the highest rate of payment, which is 70%

of first-year premium, plus 5% on renewals for 9 years. Other companies, too, operate on graded schedules, but in many of them their highest rates apply to a relatively small number of policies that may in turn account for a relatively limited percentage of total volume.

While Franklin is a "department store" in the sense that it offers almost any kind of policy available elsewhere, we have already described its development of the three specials: PPIP, JISP, and the Guaranteed Life Annuity, which account for almost two-thirds of its total volume. When we add to these three policies four others which rank next in order of popularity, we account for 93% of the total business. The company has deliberately chosen to apply to these seven policies commission rates which fall into the highest commission brackets . . . We use the word "bracket" because not all of these policies carry the same rates. They are, however, all at the high end of the scale.

The Agent's Pay Check

What this means to company agents in terms of earnings opportunities is this: They draw the best compensation on the contracts that are the easiest to sell, and, more important, the contracts that represent the overwhelming percentage of their total business.

Let's use the 70% figure to illustrate one more point: Before the multi-purpose PPIP policy was introduced, the average first-year premium on a \$1,000 one-purpose policy was \$24. At 70%, this would give the agent about \$16. When PPIP came in—a multi-purpose policy, offering many new advantages to the buyer, and involving, therefore, more investment on the part of the buyer—the average first-year premium jumped to \$44. Applying the 70% figure, the agent thus earned about \$31. The net of it: With a policy like PPIP, even though the face-amount was no greater, the agent received more than two and one-half times the income from it.

Where in 1940 Franklin was selling in only 17 midwestern and southern states, it is now in the District of Columbia, Hawaii, Alaska, and all states with the exception of New York and New Jersey. There are 20 regional managers whose time is devoted largely to recruiting and training. While general agents have recruiting and training responsibilities, these men all engage in personal selling. The ideal local situation from the company point of view is one in



Key Personnel Moved Dependably!

Arrange to move household goods the dependable way when key personnel are transferred from city to city . . . just call your local North American Van Lines Agent . . . experienced packers . . . expert movers . . . nationwide service . . . on time dispatching and arrival . . . finest padded modern vans on the road. Remember, too, he can move your trade-show exhibits or office equipment in the same dependable manner. Secure advance "Survey Service" estimate without obligation.

Call Your Local North American Agent!

Consult your classified phone book



Dept. SM15, Ft. Wayne, Indiana



**AMERICA'S LEADING LONG
DISTANCE MOVING ORGANIZATION**

which the general agent leads his own organization in personal production. General agents draw standard commissions on their own business, overriding commissions on what is produced by their own salesmen.

Recruiting for both replacement and expansion goes on continuously.

Almost the entire business paper advertising budget (6 national, 14 regional insurance papers) is designed to attract inquiries from new sales candidates. Out of the 500 or more leads this advertising produced in 1951, for instance, the company hired 350 men.

Almost all of this straight recruiting copy is done in the form of testimonial letters from successful agents in the Franklin organization. All quote earnings records. Sample:

Dear President Becker:

For 18 years I was a tobacco salesman with a top salary of \$47.50 per week. I have now completed five full years of pleasure, happiness and success with the Franklin—earned over \$10,000 my first full year, and have averaged better than \$10,000 per year ever since.

With no previous insurance experience, I found the Franklin exclusives very easy to sell. And the fine cooperation of the Home Office officials has given me ambition to succeed. . .

Everett L. Hott

Another testimonial used in 1950 advertising came from an ex-school teacher who earned \$15,331 in his first 14 months with Franklin. A third set forth the record of an ex-stock-control clerk who in 1947, his first year, earned \$3,459. His income increased every succeeding year. In 1951 he earned \$16,004; in the first five months of 1952 he earned \$11,041.

Sources for Sale Talent

These instances suggest that Franklin finds its agents coming from a variety of backgrounds. That is true. Ex-school teachers are especially good, says Vice-President Whaley, "but athletic coaches are even better." Salesmen who have demonstrated ability to sell other intangibles are a good risk. More than 100 of Franklin's best agents are men who formerly sold industrial* insurance with other companies; many of these men have been attracted to Franklin because they felt they had outgrown their field.

At Franklin there are no prejudices against women as sales representa-

*Industrial Insurance: Insurance sold by men working on salary plus collection fees plus commissions, and sold on a weekly premium basis, in face units from \$100 up. The market is primarily among industrial workers, hence the name.

tives. Nine women on the field force have qualified for the Quarter-Million Round Table of the National Association of Life Underwriters, and two are doing better than a million a year. The company's general agent in Fairbanks, Alaska, incidentally, is a woman. Out of 600 companies, only two or three—so far as Franklin knows—have more quarter-million women producers.

Recognizing that hiring qualified men is, in itself, a selling job, the recruiting procedure is patterned much like a sales presentation. The story of the opportunity Franklin offers re-

volves around an axiom: "An agent cannot long travel at a faster gait than the company he represents."

A prospect's first depth interview (after a preliminary interview in the man's home in the presence of his wife) is developed around answers to three questions:

What kind of company are we? (It is suggested that any man seeking a new company connection ask himself: "Are this firm's objectives commensurate with my own ambitions?")

What do we have to sell? (importance of Franklin's "exclusives")

What does our compensation plan

Only ONE
Sunday
Supplement
Completely
Covers



the WORCESTER Market

The Worcester SUNDAY TELEGRAM FEATURE PARADE

● Locally Edited

Every issue captures the interest of young and old alike — with articles and illustrations tailored by feature writers, artists and photographers to the reading interests of central Massachusetts people.

● Letterpress Printed

Feature Parade is nationally recognized as one of the finest letterpress Sunday supplements.

● Color Availability

Feature Parade offers high quality Black and White, spot color, two, three and full color reproduction.

● Complete Coverage

. . . of more than 104,000 Worcester Market families every Sunday, is unequalled by any other Sunday supplement.

● Low Cost

Black and White rates are same as ROP. Color rates are unusually low.

Worcester Telegram-Gazette Circulation: Daily 153,234; Sunday 104,542



WORCESTER, MASSACHUSETTS

George F. Booth, Publisher

MOLONEY, REGAN & SCHMITT, Inc.
National Representatives

OWNERS OF RADIO STATION WTAG AND WTAG-FM

THE QUAD-CITIES
82nd in POPULATION
 among Sales Management's
 162 Metropolitan Areas

All people are consumers. But quality people are better customers. The depth of quality in the Quad-City market is an outstanding asset of 240,500 people who live here. Good ancestry, fine geographical location and diversified means of livelihood all contribute to the high standard of Quad-City living. WHBF is favored with the loyalty and friendship of Quad-Citians, accumulated during 25 years of service in radio broadcasting.

Les Johnson—V.P. and Gen Mgr.



Quad-Cities' favorite
WHBF AM FM TV
 TELCO BUILDING, ROCK ISLAND, ILLINOIS
 Represented by Avery-Rhodel, Inc.

THE QUAD-CITIES
11th IN EFFECTIVE
BUYING INCOME
per CAPITA
 among Sales Management's
 162 Metropolitan Areas

THESE newspapers are pleased that the Quad-City area has moved 3 steps ahead to 11th place in the effective buying income category. This great depth of quality among 240,500 Quad-Citians is a pretty good promise of success for the advertiser who has quality merchandise to sell and does it wisely through The Argus and Dispatch—the newspapers that cover 3 of the 4 Quad-Cities.



The ROCK ISLAND Argus
The MOLINE Dispatch

THE ALLEN-KLAPP CO. National Representative

offer to a prospective salesman?

After a full explanation of the "Big Three" policies, the theory of their development, and their importance in relation to total volume, the prospective agent hears a typical standard sales presentation on one of these policies. (Every Franklin policy has a standard sales presentation.) It is at this point that many of the applicants begin to identify themselves with Franklin; while this presentation is under way, the man "begins to hear himself."

Only after this stage of the interview is there any discussion of the compensation plan. If the man is hired, the whole process is repeated. It is repeated because the man now comes to it with an entirely different point of view. Now it is "his." Immediately he is asked to learn the PPIP standard sales presentation.

Next step in his training is mastery of the standard sales talks on the Junior Insured Savings Plan and the Guaranteed Life Annuity. A new man sells these three policies *exclusively* for from three to six months. The object of this concentration is twofold: to insure absolute mastery of the story of the company's three most popular policies; to get the new man into profitable production as quickly as possible.

Says President Becker: "My conviction is that the life insurance salesman who intends to build a solid, substantial, successful career must first walk before he attempts to run. Before pursuing those, for him, uncharted paths of programming, tax insurance, business insurance, etc., he has two vital needs. First of all, he should have money in the bank—ample money for a backlog. Secondly, he should have a large and established clientele. Only then is he justified in experimenting with the more intricate and involved procedures . . ."

New Salesmen Specialize

In an insurance magazine article explaining the advantages of Franklin's specialization policy, President Becker explained further: "Every agency executive knows that the chief cause of high mortality among new life insurance salesmen is inability to live on earnings. Through constant practice our new men become highly skilled in the presentation of our three special contracts. Instead of thumbing through a rate book and making a fumbling presentation on dozens of different plans, a majority of them tell the same story over and over again. Their sales talk becomes razor-sharp. It is well organized.

They have acquired the knack of presenting it convincingly. The results are exactly what we have come to expect: constantly increasing closing efficiency."

After a new man gains his proficiency in presentation of the Big Three, his training proceeds more or less along standard lines: life underwriting, advanced underwriting, perhaps LUTC and CLU.

Franklin management men are candid in expressing their belief that education can be overdone. "Now and then," one of the executives said recently, "we find a man who goes 'education-crazy.' If he isn't made to take a realistic point of view, he's likely to starve to death learning how to sell people he'll never be able to see."

Major burden of training Franklin men rests on the general agents and regional managers. Purposeful personal observation, constructive criticism, and close supervision are stressed. "Time spent with a man is wasted unless you leave something with him."

Tools for Training

Some excellent training tools are produced by the home office: bulletins; monthly house publication, "The Franklin Field"; sales kits that gather up all information, standard sales talk script, and promotional helps on any one policy.

All of this material has a strong "how to" slant based on field experience. Example: In the summer of 1952 the home office announced that the September issue of "The Franklin Field" would present a symposium on answering objections. Field men were asked to describe their most effective techniques, and five \$10 prizes were offered for the best contributions. The results were used not only in the Field, but were later made into a 48-page booklet for permanent reference.

The first prize winner discussed a way to handle the buyer who says, "I want to think it over." Other winners offered techniques for handling "I can't get my money out of your plan if I want it" . . . "I've got a friend in the business" . . . "I am putting my money in my business" . . . and "Things are too uncertain to start a plan now."

The Franklin plan for stimulating salesmen includes an array of honor clubs (running from the \$100,000 Club to the "Millionaires"); conventions in luxury vacation spots that are interludes of fun rather than working sessions; both repeater and special-

The Time Test for Readership

A thousand and more years ago a Latin named Horace deflated pretentious scribes of his day with this jab. If you think your stuff is good, said he, lock it up for nine years. His point was that if it still pleased the eye and ear when finally disinterred it couldn't be too bad.

Nowadays a magazine can get the verdict overnight. Just by dropping the author's outpourings into subscribers' mail boxes. The reaction will be either cold silence or a rising bird-chatter of grateful praise followed by calls for more of the same.

And . . . with the way stuff floods off the presses these days, . . . if the clamor persists for a week or two, the author has survived the equivalent of a hundred years of Horatian testing.

Which brings up "Shop Talk About Selling"—a series of spritely but scalpel-sharp essays by Managing Editor Hahn on ideals of salesmanship that are too often ignored because they're taken too much for granted.

Ever since the column started seven years ago, "Shop Talk" tickled readers' nerve roots . . . kept them talking . . . and writing for reprints. So we decided last year to put a dozen or so of the columns between covers and sell the book for a buck.

The big question: How many to order? The first edition—25,000—sold out in no time.

The second—15,000—is just about exhausted. The third is coming up.

Actually, "Shop Talk" is far from an exception among SM reprints. Orders come into our Readers' Service for articles published years ago. Single orders have reached as high as \$95. Often we have to reprint the reprints.

The reason for this popularity: sales executive's problems are eternally with them . . . yesterday, today, tomorrow. This clamor for SM's "old stuff" hints, at least, that our editorial judgment is eternally in the groove. How about it, Horace?

Sales Management

THE MAGAZINE OF MARKETING

386 Fourth Avenue, New York 16, N. Y.

333 N. Michigan Avenue, Chicago 1, Ill.

15 East de la Guerra, P. O. Box 419, Santa Barbara, Calif.

YONNE SAYS:— WHY TEST IN

Timbucktoo

WHEN
BAYONNE
IS
RIGHT
UNDER
YOUR
NOSE

TEST MARKET
Number 1

Send for complete market data folder

"Bayonne cannot be sold from the outside"

THE BAYONNE TIMES
BAYONNE, NEW JERSEY

NATIONALLY
REPRESENTED BY BOGNER & MARTIN

**RICH
CENTRAL
FLORIDA**

*Where the Oranges Grow
Where the Cattle Graze*
IS AN

**ISLAND
MARKET**

COVERED ONLY BY
ORLANDO SENTINEL-STAR
MORNING EVENING SUNDAY
ORLANDO, FLORIDA
Nat. Rep. BURKE, KUIPERS & MAHONEY

2 GETS YOU 50

Over 50% of the
State's business is
in prosperous Puget
Sound country

**It takes two
Newspapers
to cover**

Send Today for
Free Folder for
Complete Story...

Write to
National Advertising Dept.
TACOMA NEWS TRIBUNE
Tacoma, Washington

purpose sales contests; live idea-packed bulletins from the home office.

Club qualifications are determined twice a year, June 30 and December 31. All who qualify are entitled to automatic group insurance paid for by the company (running from \$2,000 for qualification in the \$100,000 Club to \$10,000 for the half million- to one-million-dollar producers.) Credits for the various clubs are scaled to give added incentive to the men to push Franklin's most favored policies. For instance, PPIP and JISP contracts count one and one-half times the face amount of the contract.

First, second, and third qualifying members in each of the clubs, in volume of business, automatically become "President," "Vice-President," and "Secretary" for the club. These three offices carry cash awards. An agent cannot qualify as an officer of any group unless at least 75% of his previous year's business has been renewed.

Franklin's Convention Policy

In June 1949 the "President's Billion Dollar Club" was created to provide incentive to push the sale of the Family Income Program. (Family Income is an extension of PPIP.) One of the most interesting—and exclusive—honor organizations is the "60 Club." Membership in it is earned by an agent who makes at least one sale per day for 60 calendar days. The club now has 166 members. The award is a Universal Geneve wrist watch. (If an agent already has a fine watch, he can request a Geneve for his wife.) Watches are awarded, of course, on first qualification only.

Franklin's convention habits, like so many other elements in its operation, are rooted in President Becker's own experience as a salesman. In a recent issue of "The Franklin Field" he wrote: "I am proud of the fact that ours have always been 'play' conventions. Having been a field man, I can vividly recall my own resentment at being taken to a lovely resort and then not being permitted to enjoy it. And at that time I resolved that if the time ever came when such a decision was mine to make, there would be a minimum of business and a maximum of fun."

With a declared objective like this, it's easy to understand why Franklin agents fight to qualify for all-expenses-paid attendance at a spot like The Greenbrier or Sun Valley.

Contests are an established feature of the year's sales program. Three are annuals. They are the Anniversary Contest (March); J. V. Whaley

Month (June); and President's Month (really more than a month, beginning about the 20th of October and running through November).

Promotion is vigorous, competition is spirited, and prizes, in both cash and merchandise (through Cappel, MacDonald and Co.) are lavish. Sales representatives begin to earn credit-points toward merchandise prizes only after attaining quota. And here, again, the credits are "loaded" to focus special attention on certain kinds of business.

Annual contests, although traditional in nature, are usually developed with a sports theme. President's Month in 1951 became a "Sweepstakes," with promotional trappings and contest language derived from the track. The 1952 Anniversary Month was dressed up as a "Golden Gloves Tournament."

The themes are, of course, on the corny side. But at Franklin they manage to build them up with unusual bits of business that keep the promotion pot boiling and inject some provoking competitive elements into the campaigns. In the Golden Gloves Tournament, for instance, sales representatives were paired off in individual "bouts." Said the rules summary: "At the end of the bout, the winner (individual with greater volume over paid-for quota) in each match will be announced. The winning boxer will receive *not only his own, but also his opponent's prize points* if that opponent has qualified on the basis of paid quota. . . .

"Now don't forget that it's to your advantage that your opponent exceed his quota and build up a sizeable purse to turn over to you when you win your bout!" . . .

Contests Provide Incentive

Sometimes there's a one-time, special-purpose contest sandwiched in between the annual events. In 1951, to stimulate superior performance at the management level, all regional managers and general agents competed for the privilege of being "President for a Week." (President Becker, celebrating 30 years in the insurance business, was to be away for a four-month vacation.) Winners came into the home office, one at a time (there were six), with their wives. Each man, in turn, occupied the president's office, sat in on staff meetings, acted as host to visitors, and was honored with a "Presidential State Dinner." The idea, said a field bulletin at the conclusion of the contest, "created an unprecedented amount of interest throughout the organization."

It's hard to classify the mass of printed material that flows out to the field from Vice-President O'Brien's office, into what is primarily inspirational and stimulating, what is educational, and what is primarily promotional.

Bulletins play a major role in maintaining a competitive spirit, in keeping the men informed, in bridging the geographical gap between home and field offices. They're long on idea: time management, how to prospect, how to develop prospects by mail, how to sell this or that kind of policy.

One of these is a "Monday Morning Memo" from President Becker. This one is likely to be short . . . to embody a single sales idea: "Here are two potent opening questions for that mortgage interview." Then there's the single-sheet "Franklin Almanac," embodying "items of interest and value to field representatives." Sample: a boiled-down sales presentation for use in selling business insurance to a man who is sole proprietor of a business.

"The Franklin Field" is salted with little sales success stories. It has much to say about effective sales techniques, almost always in terms of some man's experience. It glorifies unusual sales accomplishment. And it has one other function: Each time it comes out, it carries, bound in the center, a sample of some brand new sales promotional piece.

Franklin's advertising and promo-

tional materials have, over a dozen years, won so many awards in competitions within its own industry that one whole wall of the advertising department in the home office is covered with plaques, certificates, and emblazoned "diplomas" of one sort or another. "The Franklin Field," for example, qualified for the Award of Excellence for nine consecutive years in the competition sponsored by the Life Insurance Advertisers Association. The "Sweepstakes" plaque for first place in excellence among all materials exhibited went to Franklin five years out of seven.

Much of the company's promotional material is of such a basic nature that it goes through reprint after reprint over the years. All pieces are, however, brought up for periodic revision, and here again the company follows its policy of inquiry among the field men to pull in suggestions for improvement before taking action.

President Becker's brazen objective in 1940 was "to build a billion-dollar company as fast as possible." He made it in less than 11 years. His objective for 1952 was "to pass five more companies in size." He made it by October. His objective for 1952 was a volume increase of 10%. The company made it easily, with some margin to share. On a longer-range basis, he's shooting at doubled volume within the next five years.

Anyone care to bet?



"It's a company policy—Monday, Sales Clinic, Tuesday, Seminar, Wednesday, Sales Meeting, Thursday and Friday we sell!"

ADVERTISING MANAGER

Are you an experienced executive 40 to 45 years old who has had actual sales experience in addition to advertising?

If you have the education and business background to meet these requirements, we have a permanent and very worthwhile future for you in our organization. Additional qualifications might include copywriting or rough layout experience, industrial advertising, direct mail, publicity.

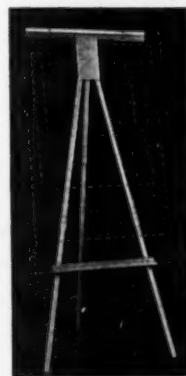
This is a job for a man of mature experience who wants to grow. A job for a competent advertising man who has also had actual sales experience. Reply by letter only direct to

NELIGH C. COATES, President

**CLIPPER
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COMPANY**

2800 Warwick Boulevard
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The Perfect Easels For Group Meetings



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**DUAL PURPOSE
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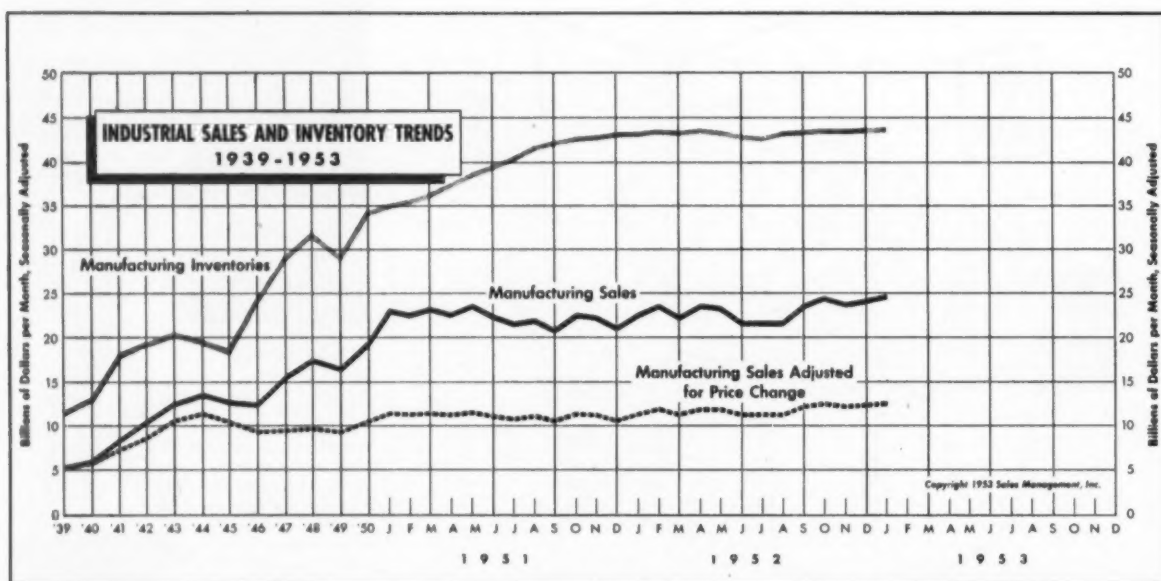
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The start of the new year finds industrial sales continuing the rise which started in the final quarter of 1952.

Standing at a seasonally adjusted level of \$24.7 billion, or \$12.7

billion in terms of 1939 dollars, industrial shipments are now at the highest level in history with the exception of October and November of 1943.

INDEX TO ADVERTISERS

G. J. Aigner Company	17	Houston Chronicle	40	Sales Management	139
Agency: The McNulty Advertising Agency		Agency: The Ritchie Advertising Agency		San Francisco Examiner	131
Akron Beacon Journal	17, 58, 106			Agency: Brisacher Wheeler & Staff	
Agency: Phil DiNuoscio Advertising				Sawyer's, Inc.	10
American Airlines	3rd Cover	Indianapolis Star & News	9	Agency: Carvel Nelson & Powell	
Agency: Ruthrauf & Ryan, Inc.		Agency: Sidener & VanRiper Company		Seattle Times	59
American Machinist	12-13			Agency: MacWilkins Cole & Weber	
Agency: Klau-Van Pletersom Dunlap				Sickles Photo-Reporting Service	128
American Telephone & Telegraph	51	Kansas Farmer & Missouri Ruralist	57	Agency: Humphrey, Alley & Richards	
Agency: Cunningham & Walsh Inc.		Agency: R. J. Potts-Calkins & Holden		Soundscribe Corporation	41
American Weekly	99			Agency: The Cramer-Krasselt Company	
Agency: Cecil & Presbrey, Inc.				Sporting News	15
Associated Business Publications	58	Ladies' Home Journal	6-7	Agency: The Cramer-Krasselt Company	
Agency: Media Promotion Organization		Agency: Doherty, Clifford, Steers & Shenfield Inc.		Strathmore Paper Company	42
				Agency: Abbott Kimball Company Inc.	
Baltimore News Post	123	Life Magazine	83	Successful Farming	96-97
Agency: Anderson & Cairns Inc.		Agency: Young & Rubicam Inc.		Agency: L. E. McGivena & Company Inc.	
Bar & Food	104B	Listo Pencil Corporation	32	Sweet's Catalog Service	102-103
Agency: Hazard Advertising Company		Agency: Brisacher Wheeler & Staff		Agency: The Schuyler Hopper Company	
Bayonne Times	140	Locally Edited Sunday Gravure Magazines	113	Switzer Brothers (Day-Glo)	64A
Agency: Harvey B. Nelson Advertising		Agency: Zimmer-McClaskey Advertising		Agency: Foster & Davies, Inc.	
Better Homes & Gardens	18-19	Los Angeles Herald Express	48		
Agency: Kudner Agency Inc.		Agency: C. B. Juneau Advertising		Tacoma News-Tribune	140
Birmingham Committee of 100	115	Louisville Courier Journal & Times	10	Agency: The Condon Company	
Agency: Sparrow Advertising Agency		Agency: Zimmer-McClaskey Advertising		Thomas Publishing Company	3
Booth Michigan Newspapers	126			Agency: W. N. Hudson	
Agency: The Fred M. Randall Company				Troy Record Newspapers	73
Buffalo Courier Express	128	Market Statistics	124		
Agency: Baldwin, Bowers & Strachan		McGraw-Hill Publishing Company	74-75	United Van Lines Inc.	112
Building Supply News	16	Agency: Fuller & Smith & Ross Inc.		Agency: Stanley L. Cahn Advertising	
Agency: Arthur R. MacDonald Inc.		Miami Herald	82	WDIA (Memphis)	106
Burgoyne Grocery & Drug Index	130	Agency: August Dorr Advertising		Agency: Cole & Company Inc.	
Agency: Venable-Brown Company		Midwest Farm Paper Unit	116	WHBF (Moline-Rock Island)	138
		Agency: Olmsted & Foley Advertising Agency		Agency: C. T. Hanson Advertising	
Copper's Farmer	78-79	Mill & Factory	108-109	WHO (Des Moines)	14
Agency: The Buchen Company		Agency: Hazard Advertising Company		Agency: Doe-Anderson Advertising Agency	
Chicago Sun-Times	135	Milwaukee Journal	5	WSJS (Winston-Salem)	43
Agency: John W. Shaw Advertising		Agency: Klau-Van Pletersom Dunlap		Agency: Bennett Advertising, Inc.	
Chicago Tribune	4th Cover	Moline Dispatch & Rock Island Argus	138	Woman's Day	71
Agency: N. W. Ayer & Son, Inc.		Agency: C. T. Hanson Advertising		Agency: Paris & Pearl	
				Woman's Home Companion	93
Dell Publishing	119	National Business Publications	68-69	Agency: McCann-Erickson, Inc.	
Agency: Robert W. Orr & Associates		Agency: Henry J. Kaufman & Associates		Worcester Telegram-Gazette	137
Des Moines Register & Tribune	23	National Research Bureau	11	Agency: C. Jerry Spaulding Inc.	
Agency: The Buchen Company		Nation's Business	54-55		
Detroit Free Press	107	Agency: Royal & DeGuzman		Young & Rubicam	37
Agency: Livingstone Porter Hicks		New Equipment Digest	2		
Detroit News	66	Agency: Beaumont, Heller & Sperling Inc.		Zippo	117
Agency: W. B. Doner		New York Journal American	1	Agency: Geyer Advertising Agency	
Detroit Times	121	Agency: Kudner Agency Inc.			
Agency: Simons-Michelson Company		New York News	86-87		
		Agency: L. E. McGivena & Company Inc.			
Eagle Rubber Company	80	North American Van Lines	136		
Agency: Sweeney & James Advertising		Agency: Applegate Advertising Agency			
Eastman Kodak	45				
Agency: J. Walter Thompson Company		Oklahoma Planning & Resources Board	4		
Electrical Dealer	89	Agency: White Advertising Agency			
Agency: Meermans Inc.		Oravissal Company, Inc.	141		
		Orlando Daily Newspapers	140		
Ferber Pen Corporation	15	Agency: Robert Hammond & Associates			
Agency: Lou Kashins Advertising					
Foundry	8				
Agency: Beaumont, Heller & Sperling, Inc.		Parents' Magazine	82-94-128		
F. R. Corporation	101	Penton Publishing Company	81		
Agency: Peck Advertising Agency		Agency: Beaumont, Heller & Sperling Inc.			
		Philadelphia Inquirer	20		
Goodren Products Corporation	129	Agency: Al Paul Lefton Company			
Agency: DuFine-Kaufman, Inc.		Pittsburgh Post-Gazette	39		
Grit Publishing Company	44B	Agency: Dublin & Feldman			
Agency: Lamb & Keen Inc.		Portland Oregonian	77		
		Agency: MacWilkins, Cole & Weber			
Jam Handy Organization	2nd Cover				
Agency: Campbell-Ewald Inc.		Railway Express Agency	95		
Happiness Tours	125	Agency: Fuller & Smith & Ross			
Agency: The Biddle Company Advertising		RCA Custom Records	47		
Hinde & Dauch Paper Company	49	Agency: Ross Roy Inc., Advertising			
Agency: Howard Swink Advertising Agency		Remington Rand	53		
The Schuyler Hopper Company	33	Agency: Leeford Advertising Agency			
Hotel Sherman	64	Rheem	104A		
Agency: Kastor, Farrell, Chesley & Clifford Inc.		Agency: Campbell-Ewald Company			

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The Scratch Pad

BY T. HARRY THOMPSON

On this brisk February morning, let's open with an inspirational quote: "A failure establishes only this: That the determination to succeed was not strong enough."—*Christian N. Bovee.*

Seasonal suggestion by Johnson's Wax: "Let wax do your housegleaming!"

Pedantic Note: The late Walter Camp, who started the thing, called it the "All-America" . . . not the "All-American." One of the slicks (don't *Look* now!) got it right, except for the omission of the hyphen.

NIT—"What did the obstetrician say of the channel-marker?"
WIT—"It's a buoy!"

Jerry McDonald, of Ralph R. Mulligan, publishers' reps, sends a reprint that proves one of his papers, *The Trentonian*, came up with "Response-Ability" before it came up here. For the same paper, Jerry also cites "Growing Pay-Ins."

Deflation Note: A seat on the New York Stock Exchange sold for \$44,000 at year's end, off \$2,000 from a previous sale.

"Actors' Strike Hits TV Commercials."—Headline. But it can't last.

Title for a book on the art of fiction-writing: "Themes to Me."

Rhythm Section: "For the best in British travel, go by train!"—*British Railways.*

Tweedledum & Tweedledee Dep't: The office of the *Collector* of Internal Revenue has been abolished. (Don't

faint!) In its place, we have the office of the *Director* of Internal Revenue.

That benighted soul, Tessie O'Paque, thinks Beethoven's "Fifth" was a bottle of schnapps.

I never know whether to be amused or aghast at the type of person who is not above accepting a tip. Quite often, his bank-balance would make yours look sick.

Marsh Pickett asks if we've heard about the bashful Turk, Harum Scarum.

Working with one of the many fonts of Gothic, it's a wise proof-reader who can distinguish between a cap "I" and a lower-case "l."

GENTLEMAN: One who never insults anybody unintentionally.—*Oscar Wilde.*

As Sarah Bolton sees it, the victory of success is half won when one gains the habit of work.

NIT—"You say you think he's flipped his lid?"
WIT—"Well, I heard him babbling: 'I love Lucy . . . I married Joan . . . double or nothing . . . what's *your* trouble?'"

A mail-order house offers "Jail Jamas," authentic prison sleep-wear in stripes, and with your commitment-number boldly printed across the chest. Wait till *Pravda* hears about that!

Perfection Gear's Dick Wolff sends me their "News Review" with this head for the gossip-column: "Peek of Perfection."

Jack Lutz caught this typo on a news-ticker giving a Dallas weather-report: "Fair and *milk* all over the territory." "Wrong steer?" asks Jack.

Hospitals use initials to camouflage grisly phrases. "RHS" means "Respiration has stopped." "DOA" means "Dead on arrival." Ugh!

Jim Morrow says a man reading a newspaper came upon his own obituary. He was shocked, having no idea he felt that bad. Telephones a friend, asking: "Did you see my obit in the paper?" The friend says: "Yes. Where are you 'phoning from?"

Little minds are interested in the extraordinary; great minds in the commonplace, it says here.

Copywriters At Work Dep't: "Here in Levittown, many thousands of bright young families are living for only one reason: They like it!" Most of us are living because we're not dead, taking the sentence literally.

Jim Collins says the Kremlin claims Adam and Eve were Russians. They had nothing to wear, nothing to eat but an apple, and lived in a communistic paradise.

Aside to Purofied Down's Paul Weiner, out there on the Coast: Thanks for the swell scarf and wallet you sent at Christmas. They're handsome and useful.

Dick Dickson says nobody cares how bad your English is as long as your Scotch is good.

RACE-TRACK: A place where windows clean people.—*George Dorwart, quoted by James George.*

Angelesos say jaywalkers commit "pedestricide."

Headline in Dallas paper: "Thugs Eat Then Rob Proprietor."

"The Road to Success is not to be run upon seven-league boots. Step by step, little by little, bit by bit . . . that is the way to wealth, that is the way to wisdom, that is the way to glory."—*Charles Buxton.*

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YOU don't get the distribution and volume you want today if you don't demonstrate to retailers that they can make more money on your brand than they can on a competitor's. Retailers are not interested in stocking and pushing a brand which customers are not interested in buying.

Advertising's job, more than ever, is to sell the consumer before she goes to the store. It must work to build not just a dealer franchise but a consumer franchise—enjoyment of an important share of the day-to-day buying by consumers relatively undisturbed by competition.

To meet the situation the Chicago Tribune has developed a sound procedure that can build a strong consumer franchise for your brand.

Based on a first hand knowledge of selling at the retail level, the Tribune plan earns larger store inventories, better store displays and faster turnover. Through it you can cash in on the increasing trend towards fewer brands per line per store and self-service.

Highly productive in Chicago, the plan can be put into operation in any market. It will win the support of your sales staff and distributive organization. Pointed for immediate sales volume, it provides a stable base for future expansion.

If your salesmen are finding it tough to get retailers to take on or to keep your line, here is a way to change the situation. It calls for no special discounts, deals, premiums,

or cut prices. It can give you the greater volume required by today's higher break-even point.

Whether you sell big units or a convenience product, you will want to know more about the consumer-franchise plan and how it works. It is a method that will interest executives who bear the responsibility of getting immediate sales and those concerned with long-range planning to assure continued company growth and profit.

A Tribune representative will be glad to tell you how you can use the consumer-franchise plan to get greater volume and a larger percentage of consumer buying. Ask him to call. Do it now while the matter is fresh in your mind.

Chicago Tribune

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